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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008

Report of the Secretary-General

Addendum

The present addendum contains information supplementing that found in section II of document A/63/698.

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Abbreviations

AMIS	African Union Mission in the Sudan
AU	African Union
BINUB	United Nations Integrated Office in Burundi
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
EU	European Union
EUFOR	European Union Force
ICT	information and communications technology
IT	information technology
IMF	International Monetary Fund
IMIS	Integrated Management Information System
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
ONUB	United Nations Operation in Burundi
OPICS	Operations Processing Investment Control System
SWIFT	Society for Worldwide Interbank Financial Telecommunication
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur

UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIFIL	United Nations Interim Force in Lebanon
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNOTIL	United Nations Office in Timor-Leste
UNOWA	United Nations Office for West Africa
UNSMA	United Nations Special Mission to Afghanistan
UNTSO	United Nations Truce Supervision Organization

II. Resource performance *(continued)*

A. Department of Peacekeeping Operations

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
45 briefings to the Security Council, the General Assembly and legislative bodies	52	The higher than projected number of briefings was owing to the increased demands on United Nations peacekeeping
260 meetings/briefings to Member States, regional organizations and groups of friends/contact groups	375	The higher than projected number of meetings/briefings was owing to the increased demands on United Nations peacekeeping
200 presentations on peacekeeping issues at conferences, seminars and other public forums	350	The higher than projected number of presentations reflects an increase in demand from external organizations for presentations by and participation of peacekeeping officials in conferences, seminars and other public forums
100 interviews with and briefings to the media	150	The increased number of interviews and briefings reflects increased demand for comments on peacekeeping-related issues
9 published articles/op-eds/letters to the editor	10	3 letters to the editor (BBC programme Panorama); 3 op-ed articles on Darfur (the *Los Angeles Times* and the *International Herald Tribune*). In addition, background information was provided for 4 op-ed articles published in *The New York Times*, *The Independent* and the *International Herald Tribune*
12 visits to key troop- and police-contributing countries and other Member States	20	The higher number of visits was owing to the need to solicit additional contributions from troop- and police-contributing countries in connection with the continued increase in the demand for United Nations peacekeeping
Facilitation of the production of 5 peacekeeping-related non-United Nations documentaries (for example through the arrangement of interviews with senior officials of the Department of Peacekeeping Operations/Department of Field Support, the authorization of travel	11	Peacekeeping-related documentary stories: 1 interview with the Under-Secretary-General for Peacekeeping Operations for the CNN programme Quest for Peace; 1 documentary for the ABC network on peacekeeping in the Democratic Republic of the Congo; 2 documentaries for the BBC programme Panorama (1 on Darfur and 1 on the Democratic Republic of the

to field missions, the granting of access to United Nations buildings and/or Department of Peacekeeping Operations/Department of Field Support activities, and alerting field missions of visits and ensuring that they are prepared to assist)		Congo); 1 documentary for Deutsche Welle on Darfur; 1 documentary for the PBS programme Point of View on Darfur; 1 interview with HDNet (high-definition television network) for a documentary on Darfur; 1 public service announcement on United Nations peacekeeping funded by the United Nations Foundation; 20 minutes of footage of George Clooney in Darfur and the Democratic Republic of the Congo aired on television worldwide through UNIFEED; and 2 documentaries for the programme France 24 on United Nations and peacekeeping, including interviews with the Under-Secretary-General for Peacekeeping Operations
5 issue-specific crisis communication strategies are designed in response to mission-specific crises	11	Issue-specific crisis communication strategies were developed and implemented in response to: the report by the international non-governmental organization, Save the Children, on child sexual exploitation and abuse by aid workers and peacekeepers; gold smuggling in MONUC and UNOCI (for a story for the BBC programme Panorama); sexual exploitation and abuse cases in MONUC, UNMIL and MINUSTAH; independence of Kosovo; relocation of UNMEE military personnel; and attacks on United Nations peacekeepers in the Sudan (UNMIS), in the Democratic Republic of the Congo (MONUC) and in Lebanon (UNIFIL). The higher number of strategic communication is the result of responses to unanticipated developments in peacekeeping operations

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Organization of the 2008 heads of mission conference	Yes	The 2008 heads of mission conference took place from 14 to 16 May 2008
Development of records management training course and guidelines for the Department	Yes	The records management standards of the Department of Peacekeeping Operations and the Department of Field Support, which are a prerequisite to a complete records management training programme, were developed, including: version 2 of the file classification scheme and guidance (March 2008) of the Department of Peacekeeping Operations and the Department of Field Support; revised records management policy directive (March 2008); revised standard operating procedures on access and declassification (March 2008); revised peacekeeping operations retention schedule and guidance and peacekeeping Headquarters

		retention schedule and guidance (pending review by OIOS and the Office of Legal Affairs as of June 2008); and policy directive on e-mail management (consultation draft as of June 2008). The records management training course was developed in June 2008
Completion of the business process re-engineering project for the Office of the Under-Secretary-General	**Yes**	**The project was completed in February 2008, and the re-engineered process was reflected in the standard operating procedures for correspondence and records management for the Department of Peacekeeping Operations. Training was also provided in February 2008 for administrative staff in the office of the Under-Secretary-General and Office of Operations**
Design and launching of a comprehensive internal communications strategy for the Department of Peacekeeping Operations and the Department of Field Support	**Yes**	**Successfully initiated a comprehensive internal communications strategy to announce the restructuring of the Department of Peacekeeping Operations and the Department of Field Support by cable, Intranet announcement and e-mail. The restructuring communications strategy was maintained and strengthened the idea of a single unified approach to United Nations peacekeeping. Field missions were engaged to ensure that their views were taken into consideration by creating more feedback mechanisms through the Intranet peacekeepers' Public Forum, through which United Nations peacekeepers have the opportunity to post opinions about current issues. Information on progress and news was also provided through the mission news section on the peace operations Intranet. In addition, external communications strategy was developed in connection with the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support**
Monthly summary of peacekeeping-related media trends is prepared, including regular analysis of information appearing on weblogs and other non-traditional media sources	**Yes**	**In response to operational needs, the media monitoring strategy was modified. Instead of monthly news summaries and analyses, peacekeeping news clips were produced on a daily basis for all senior officials and essential personnel** **The summaries, analyses and web reports were combined in special coverage documents and were produced on specific peacekeeping issues, including: sexual exploitation and abuse (MONUC, MINUSTAH); the report by Save the Children; George Clooney, Messenger of Peace; independence of Kosovo; and the sixtieth anniversary of United Nations peacekeeping**

Launching and broad use of the public information digital "Community of Practice" by colleagues in the field	Yes	The Community of Practice was established; however, as at 30 June 2008, the website was still under construction. It will be completed by the end of January 2009
1 story per week on a peacekeeping theme generated and posted on iSeek	57	Stories were published during the reporting period, including "Staff Voices" articles and the United Nations sixtieth anniversary profiles of individual United Nations peacekeepers in the field
Provision of regular expert advice and technical support to all missions, as well as to Headquarters integrated operations teams, on issues regarding public information operations	Yes	Co-hosted with the Department of Public Information and the Department of Field Support the annual meeting of chiefs of public information; coordinated press statements and press lines with missions and the Office of the Spokesman for the Secretary-General; provided a presentation at a senior leadership induction programme in April 2008; and provided daily advice and guidance on press issues to the peacekeeping mission desks in the Department of Peacekeeping Operations and the Department of Field Support
At least 1 technical assistance visit to new or adjusting missions to assist with start-up and/or transitional arrangements	2	Technical assistance visits to UNAMA and UNAMID; and worked in close cooperation with the Department of Public Information to deploy staff members for technical assessment visits to Chad and Darfur The technical assessment mission to Chad and Darfur was deployed during the reporting period, and its purpose was related to public information
Preparation of concepts of operations for public information activities and associated resource requirements for all potential peacekeeping operations	Yes	Provided technical assistance to the Department of Public Information in the establishment of public information offices in UNAMID and MINURCAT; and provided advice to the Office of Rule of Law and Security Institutions and the Conduct and Discipline Unit on public information staffing and terms of reference
Administration and management of public information strategic deployment stocks	Yes	System contracts and public information strategic deployment stocks maintained in cooperation with the Information and Communications Technology Division of the Department of Field Support and the Peace and Security Section in the Department of Public Information
Development of all (100%) generic job descriptions and vacancy announcements for the public information occupational group	Yes	The Department of Peacekeeping Operations worked jointly with the Department of Public Information and the Department of Field Support in the development or revision of all 12 generic Professional level posts and 11 generic Field Service level posts for the public information occupational group

Process technical clearances for all (100%) public information candidates submitted by the Personnel Management and Support Service	Yes	Review and comment on suitability for technical clearance to the Department of Public Information and the Department of Field Support in the technical clearance of all 396 qualified applicants between the FS-4 and D-2 grade levels in peacekeeping missions
Provision of guidance/review of mission public information cost estimates and budget submissions	Yes	Review and provide comments on draft estimates to the Department of Public Information and the Department of Field Support in the review of public information cost estimates and budget submissions for all peacekeeping missions for the 2007/08 period
Review of policy directives on public information	Yes	Provided advice on the public information aspects of policy directives in the development of memorandums of understanding between troop-contributing countries and the Departments of Peacekeeping Operations and Field Support on conduct and discipline issues; revision of the public information component of the standard operating procedures on sexual exploitation and abuse; revised procedures on public information in development by the Department of Public Information, such as the publication of "The year in review"; and revisions to the policy on crisis management support made by the Situation Centre of the Department of Peacekeeping Operations (public relations aspects)
Development and/or management of systems contracts offering a range of goods and services required of public information components during the rapid deployment phase of missions		Managed 2 systems contracts for public information components in all missions, which are also used to replenish strategic deployment stocks at UNLB
Needs assessment and technical support visits to peacekeeping missions, as requested by missions	Yes	Technical assistance visits to UNAMA (November 2007) and UNAMID (February 2008)
Assessment and recommendation regarding impact and efficiency of public information operations in the field	No	The survey was not conducted owing to the prioritization given to media relations and representational activities, such as the participation of staff as speakers, panellists and representatives in seminars, conferences and workshops. As at 30 June 2008, the survey was under development and will be finalized by 30 June 2009, with recommendations to maximize the impact of public information activities in the field and at Headquarters
Development of institutional cooperation and/or operational public information support arrangement; memorandum of understanding concluded with at least 1 partner	3	Memorandums of understanding were signed with: Fondation Hirondelle (Radio Okapi); Afropop (worldwide radio programme); and the United Nations Foundation (sixtieth anniversary campaign)

Conduct of Situation Centre operations 24 hours a day, 7 days a week	Yes	The Situation Centre conducted operations 24 hours a day, 7 days a week. Primary services and deliverables during the reporting period included: monitoring of daily and significant developments in peacekeeping operations and other areas of interest; timely and accurate reporting on those developments; facilitating point-of-contact service and crisis response; liaison with external partners, such as NATO, EU and AU, especially during crisis situations; backstopping joint operations centres and joint military analysis centres, including the consultative review of the policy and guidelines for joint operations centres and joint military analysis centres; developed databases and other tools for monitoring incidents in peacekeeping operations; and maintained statistics on fatalities in the field
Daily summary and special reports on operational and crisis situations	Yes	The Situation Centre prepared: 251 daily briefing notes for distribution within the Departments of Peacekeeping Operations and Field Support and externally in the Secretariat; 114 flash reports/updates on significant developments in peacekeeping operations; 30 weekly operational briefings to staff of the Departments of Peacekeeping Operations and Field Support as well as to troop- and police-contributing countries; special reports during crisis situations in Africa, the Middle East and Asia where United Nations peacekeeping operations are deployed; analytical papers; updates of country profiles (20), including 5 special updates, on developments in Africa affecting peacekeeping operations; and 38 operational updates for the Secretary-General

2. Office of Operations

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues related to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
45 multidimensional substantive reports of the Secretary-General to the Security Council	51	Including the monthly reporting requirements for Darfur and the unplanned reports requested by the Security Council
65 letters from the Secretary-General to the President of the Security Council	52	Letters on peacekeeping-related issues

160 substantive notes for presentations of the Secretary-General and other senior officials to the Security Council	193	Notes for presentations on peacekeeping-related issues
25 consultations with troop-contributing countries	31	Consultations
45 oral briefings to the Security Council on peacekeeping issues	47	Oral briefings as requested and mandated by the Security Council
51 weekly briefing notes on peacekeeping operations for the Security Council	51	Weekly briefing notes
Provision of background information and advice to the General Assembly and its bodies on peacekeeping issues	Yes	Provided responses, briefings and reports for the Special Committee on Peacekeeping Operations, the Fifth Committee of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Office of Internal Oversight Services, the Joint Inspection Unit and the Board of Auditors
Provision of integrated advice to the permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues	Yes	Provided advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs to Member States, the Office for the Coordination of Humanitarian Affairs, UNDP, UNHCR, UNOPS, the United Nations Children's Fund, the World Food Programme, the World Bank, IMF, AU, ECOWAS, EU, NATO, the Organization for Security and Cooperation in Europe, non-governmental organizations (NGOs), and the media

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Integrated planning of potential and adjusted peacekeeping operations	Yes	Integrated planning for UNMIS, UNAMID, MONUC, BINUB, UNOCI, UNAMA, MINUSTAH, UNMIK and MINURCAT
Integrated concept of operations for potential and adjusted peacekeeping operations	2	Integrated planning for UNAMID and MINURCAT operations
Integrated and/or issue-specific assessments for potential and adjusted peacekeeping operations	61	Integrated and/or issue-specific assessments, including planning and travel to missions

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of guidance to 18 peacekeeping operations on strategic, policy, political and operational matters	Yes	Guidance was provided to 17 peacekeeping missions and 3 special political missions, including 1,761 official substantive communications providing policy, political, operational and crisis management advice, and operational and procedural guidelines for the conduct of official functions (i.e., directives of the Special Representative of the Secretary-General) and mission operations
14 coordinated task forces and working groups with internal and external partners for complex multidimensional peacekeeping operations	12	Coordinated task forces and working groups established for UNMIL, MONUC, UNOCI (integrated weekly working groups); BINUB, UNIOSIL (integrated office working group); UNMEE and UNMIS working group; UNAMID working group; MINURCAT working group; UNIFIL inter-departmental task force working group; UNMIT inter-departmental task force; MINUSTAH integrated departmental task force planning group; and UNMIK forward planning working group
Institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response	No	Priority was given to strengthening pre-existing agreements with EU and AU. However, a Department of Peacekeeping Operations/Department of Field Support-UNDP partnership agenda and work programme was signed between the Department of Peacekeeping Operations and UNDP in July 2008 to improve crisis management and coordination. In addition, on 23 September 2008, the Joint Declaration on United Nations-NATO Secretariat Cooperation was signed by the respective Secretaries-General of the two organizations
Advice and operational support to the African Union on strengthening its capacity to plan, manage and sustain peacekeeping operations	Yes	Advice and operational support was provided on: doctrine and policy for the operations of the African Standby Force and its implementation, as well as training needs; coordination and organization of a series of training courses for potential African senior mission leaders in partnerships with interested donors; chairing the sub-cluster of the Peace and Security Architecture of AU and participation in the Group of Eight African clearing house meetings (Addis Ababa and Tokyo) on support to the enhancement of the peacekeeping capacity-building of AU; participation in coordination meetings on the establishment of the Continental Early Warning System; participation in planning, management and logistical support activities to strengthen the regional capacities of the African Standby Force; and facilitation of a study to review the structure of the Peace Support Operations Division of AU

3. Office of Military Affairs

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice to Member States, regional and international organizations, United Nations entities and other peacekeeping partners on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, as well as on the implementation of military aspects of peacekeeping operations	Yes	Provided advice to Member States through daily interaction with military advisers (or officials in charge of peacekeeping affairs) in permanent missions and weekly coordination of visits to all field missions by military delegations
	21	Thematic briefings to military advisers, police advisers and military delegations
59 strategic analysis and assessment reports on significant operational developments in peacekeeping missions	43	Strategic analysis and assessment reports on significant operational developments in peacekeeping in all missions
41 private (Security Council requested) and informal meetings with troop-contributing countries to discuss new/anticipated developments and changes of mandate in peacekeeping missions	21	Private and informal meetings The lower output was attributable to the consolidation of meetings with troop-contributing countries, an increased number of meetings with the military and police advisers community and direct meetings with the Military Adviser
Military concepts of operations for all potential and adjusting peacekeeping operations	Yes	Military concepts of operations were adjusted for UNAMA, MINUSTAH, MINURSO, UNMIS, UNAMID, UNDOF, UNOMIG, UNOCI, MINURCAT and UNMEE
20 coordination meetings with peacekeeping partners such as NATO, the European Union, the Standby High Readiness Brigade for United Nations Operations, the Economic Community of West African States (ECOWAS) and the African Union in order to improve cooperation with United Nations peacekeeping efforts	14	Coordination meetings with NATO, the Standby High Readiness Brigade for United Nations Operations, EU, AU and the United Nations Development Fund for Women. After the United Nations African Union Support Office in Addis Ababa was fully established, the need for coordination meetings was reduced
Participation in 15 seminars with regional organizations, policy centres and think tanks on the utilization of military capacity in peacekeeping operations	8	Participation in seminars organized by partner organizations, such as the Association of Southeast Asian Nations Regional Forum meeting of peacekeeping experts, the Canadian Security Studies Programme, the Royal College of Defence Studies (United Kingdom of Great Britain and Northern Ireland) and the Global Public Policy Institute (Switzerland)

		Lower output was attributable to a greater focus on visiting emerging troop-contributing countries
Revision of the 1998 edition of the table of equipment of the United Nations Standby Arrangements System	No	The revision of the 1998 edition was delayed in order to incorporate inputs provided by the 2008 Working Group on Contingent-Owned Equipment, which met in February 2008. The revision was completed in December 2008
Revision of the 2001 publication on the planning process for military operations	No	Owing to the lack of staffing capacity (the selected candidate declined an offer of appointment) Revision is expected to be completed during the 2009/10 period

Expected accomplishment 2: reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Updated databases on the United Nations Standby Arrangements System and the senior appointment pool	Yes	Updated on a daily basis
50 briefings to potential and current troop-contributing countries on the United Nations Standby Arrangements System, commitment at the rapid deployment level and the senior appointment pool	57	Briefings
4 assessment visits to emerging troop-contributing countries	7	Assessment visits to Burkina Faso, Burundi, Italy, Malawi, Mauritania, the United Republic of Tanzania and Uruguay. The increase in the number of visits reflects increased demand for peacekeeping operations

Expected accomplishment 3: increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Strategic guidance to senior military mission leaders, including the organization of working visits to Headquarters, when needed	Yes	The annual conference of heads of military components was held from 4 to 7 September 2007 to discuss specific and high priority issues, such as current challenges in peacekeeping missions and gender equality in peacekeeping Meetings were organized for the heads of military components with United Nations officials during their visits to Headquarters. Working visits to United Nations

		Headquarters were also organized for UNTSO and MONUC
Daily monitoring of and support to all military units	Yes	Daily monitoring and support activities were provided through regular video teleconferencing and report analysis. Contacts were maintained, as required, to assess specific situations
Improve gender balance in deployed military forces, observers and Headquarters staff by actively soliciting female nominations from troop-contributing countries	Yes	The total number of female contingent members, United Nations military observers and staff officers in missions increased from 1,411 in July 2007 to 1,640 in July 2008 (a 16.22 per cent increase). The total number of female United Nations military observers rose from 90 to 92 (2.2 per cent increase), the number of female staff officers rose from 29 to 35 (20.6 per cent increase) the number of female and military contingents rose from 1,292 to 1,513 (17.1 per cent increase)
Management and administration of all individual and contingent deployments, rotations, and repatriations	Yes	2,860 individual deployments, contingent rotations and repatriations were managed
10 predeployment induction and post-appointment briefings for senior military personnel	10	Humanitarian-military interface briefings for incoming and outgoing senior military personnel
17 predeployment visits in connection with the continuing deployment and/or adjustment of missions	29	The increased number of predeployment visits reflects the sustained increase in demand for United Nations peacekeeping
Revision of force commander directives for seven ongoing field missions	Yes	A generic force commander directive was approved and issued by the Under-Secretary-General for Peacekeeping Operations on 27 June 2008
2 cooperation meetings and 1 conference of heads of military components of missions	2	Inter-mission cooperation meetings among the heads of the military components of UNDOF, UNTSO and UNIFIL and the heads of the military components of UNMIL, UNOCI and UNIOSIL were held in September 2007 and June 2008, respectively
	1	Conference of heads of military components (held from 4 to 7 September 2007)

4. Office of Rule of Law and Security Institutions

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop/police-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Police Division		
Provision of advice to United Nations agencies, departments, funds and programmes, United Nations legislative bodies and Member States on policies and procedures regarding United Nations police	Yes	53 technical/advisory visits made to police-contributing countries, and 24 briefings provided to the Security Council and police-contributing countries on police aspects of peacekeeping operations Predeployment training of police personnel provided in 12 Member States
Provision of advice on law enforcement-related matters in the context of the negotiation of peace agreements	No	No request was received to assist in peace talks during the reporting period
Development and amendments to five concepts of operations for the police components of United Nations peacekeeping operations to be included, inter alia, in reports of the Secretary-General to the Security Council	5	Concepts of operations for police components were drafted and revised for 4 peacekeeping missions (UNMIT, UNAMID, MONUC and MINURCAT) and BINUB
Provision of advice on law enforcement-related issues in 25 reports of the Secretary-General as well as in resolutions and other issuances of the Security Council and other United Nations legislative bodies	30	Reports of the Secretary-General containing advice on law enforcement-related issues affecting 8 operations (UNIOSIL, MINURCAT, MINUSTAH, UNAMID, UNMIS, UNMIK, UNMIT and UNMIL)
Distribution of two guidelines pertaining to the deployment of United Nations police officers, including members of formed police units in peacekeeping operations, to all police-contributing countries	2	Guidelines on the deployment of police officers, including formed police units, were developed for UNAMID and UNMIS and distributed to police-contributing countries
10 visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units	11	Visits to police-contributing countries (Bangladesh, China, Egypt, El Salvador, India, Indonesia, Japan, Jordan, Nepal, Tajikistan and Turkey)

Participation in 15 seminars, workshops or conferences on law enforcement, rule of law and related aspects of peace operations with other United Nations departments, agencies, funds or programmes as well as with Member States, academic institutions and non-governmental organizations	23	Seminars, conferences and workshops related to police, law enforcement and other security matters were coordinated and jointly organized with Australia (1), China (1), Denmark (1), India (1), Turkey (1), the United States of America (2), AU (2), the Centre of Excellence for Stability Police Units (3), EU (3), INTERPOL (1), Princeton University, New Jersey (1), the United Nations Office on Drugs and Crime (1) and at United Nations Headquarters (5)
Organization of five meetings with police-contributing countries on policy issues, the activities of the Police Division and the standing police capacity and cross-cutting law enforcement-related matters in peace operations	7	Total meetings 5 working group meetings and briefings for police-contributing countries and the military and police advisers community on police and law-enforcement matters in the context of peacekeeping operations 2 meetings with police-contributing countries on the Standing Police Capacity to provide updates on operations and recruitment
Organization of 19 mission-specific meetings with police-contributing countries on police components of 13 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNMIT, MINURSO, UNIOSIL, MONUC, UNOCI, UNMIK, UNAMA, UNFICYP, UNOMIG and ONUB)	19	Mission-specific meetings with police-contributing countries (UNAMA, UNFICYP, UNIOSIL, UNMIT, UNMIL, MONUC, MINURSO, UNMIK, UNOMIG, MINUSTAH, UNOCI, ONUB, UNMIS, MINURCAT (2), UNMIN and UNAMID (3)
Mine Action Service		
10 briefings to 25 Member States and 10 briefings to individual Member States on mine action and explosive remnants of war	16	Briefings and presentations to Member States: 4 to the Mine Action Support Group (over 20 donor countries); 3 at regional meetings on the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons; 3 at the meetings of the Group of Governmental Experts of States Parties to the Convention on Certain Conventional Weapons; and 5 at the regional meetings of the Oslo process and at the launch of the portfolio of mine action projects for 2008
	18	Briefings to individual Member States: 6 conducted with representatives from the Governments of Canada, Chad, Croatia, Egypt, Italy and Slovenia at the annual meeting of the mine action sector; 8 conducted during resource mobilization and advocacy trips to donor capitals (Canberra, Copenhagen, Dublin, London, Stockholm, Tokyo and Wellington); and 4 briefings conducted during 3 senior management missions to Afghanistan, the Democratic Republic of the Congo, Lebanon and the Sudan

Presentation and/or representation at four international forums related to mine action and explosive remnants of war	18	Representation and/or presentations at the following international forums: meeting of States Parties to the Convention on Certain Conventional Weapons; 3 regional meetings to advocate the Convention on Certain Conventional Weapons; 3 meetings of the Group of Governmental Experts of States Parties to the Convention; 1 meeting of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their Destruction (Anti-personnel Mine Ban Treaty); 1 intersessional meeting of the Anti-personnel Mine Ban Treaty; 5 regional meetings of the Oslo process; and commemorations of the tenth anniversary of the Treaty (New York, Ottawa and Tokyo)
Annual report on the activities of the Mine Action Service, including programmes partly funded by assessed contributions	Yes	Issued in September 2008
Contributions to mine action sections in the reports of the Secretary-General to the Security Council on MONUC, UNMIS, UNIFIL, UNMEE and MINURSO	Yes	Sections on mine action included in 11 reports of the Secretary-General to the Security Council on UNMIS (3), UNIFIL (3), UNMEE (3) and MINURSO (2) The report of the Secretary-General on MONUC did not contain mine action information as originally expected
Development and/or updating of contingency plans, in collaboration with United Nations agencies, for two potential peacekeeping operations	2	Plans Participation in an inter-agency assessment mission to Somalia and provision of inputs to the assessment report, which was completed in September 2007. Deployment plans for Chad were coordinated with UNDP and national authorities
Updating of the e-mine website, sustaining 60,000 usage sessions per month, including mine action reports, public information materials and operational data from five mine action programmes in peacekeeping operations	Yes	A sampling of data from daily web traffic reports shows that between 44,010 and 97,980 users visited the site each month
Criminal Law and Judicial Advisory Section, Disarmament, Demobilization and Reintegration Section and Security Sector Reform Section		
Provision of advice to United Nations agencies, departments, funds and programmes, United Nations legislative bodies and Member States on policies and procedures regarding United Nations judicial and legal systems, prison systems, disarmament, demobilization and reintegration and security sector reform	Yes	Briefings provided at 4 senior level meetings of the Rule of Law Coordination and Resources Group, chaired by the Deputy Secretary-General Disarmament, demobilization and reintegration-related advice provided through regular attendance at inter-agency working group meetings on BINUB, MINUSTAH, MONUC, UNOCI, UNMIS and UNAMID; 3 meetings per month (on average) with

United Nations system partners or Member States; 8 briefings to legislative bodies; 14 meetings of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; 4 meetings of the Inter-Agency Working Group Sub-Group on Reintegration; Multi-country Demobilization and Reintegration Programme partners meeting (11-13 December 2007); and a lecture on disarmament, demobilization and reintegration to the United States Army Central Command (15 April 2008)

Advice on legal, judicial and prison systems provided through regular attendance in inter-agency working group meetings on BINUB, MINUSTAH, MONUC, UNOCI, UNMIS, MINURCAT and UNAMID; 3 meetings per month (on average) with United Nations system partners or Member States; 3 briefings to legislative bodies; 4 working-level meetings of the Rule of Law Coordination and Resource Group; 4 meetings of the inter-agency working group on security sector reform; 2 working meetings on the *Handbook on Lessons from Strengthening and Reform of Criminal Justice within Post-Conflict and Transitional States* funded by the United States Institute of Peace and the United Nations Office on Drugs and Crime; provided advice for supporting the development of rule of law tools of OHCHR; 1 working meeting on criminal accountability of United Nations officials and experts on mission; 10 meetings on responsibility to protect; 5 meetings on developing a directive on temporary detentions in United Nations peacekeeping operations; 2 training sessions for the Standing Police Capacity. Convened first informal meeting of corrections-contributing countries

Advice on security sector reform provided through regular participation in mission coordination meetings of the Office of Rule of Law and Security Institutions; meetings with the inter-agency task force on security sector reform at the principal level (3) and at the working level (1 meeting per month on average); 3 meetings per month (on average) with United Nations system partners or Member States; 2 meetings of international NGOs on security sector reform; 1 inaugural United Nations inter-agency workshop on security sector reform, led by the Department of Peacekeeping Operations and involving over 10 Missions and field offices, members of the inter-agency task force on security sector reform and AU; made presentations on security sector reform and associated issues, such as gender, at 4 conferences and

		seminars in Geneva, The Hague, Paris and Washington, D.C.; 5 briefings to Member States on security sector reform, including to the Special Committee on Peacekeeping Operations and the Security Council
Participation in six seminars, workshops or conferences on justice, prison systems and disarmament, demobilization and reintegration and/or security sector reform aspects of peace operations with other United Nations departments, agencies, funds or programmes, Member States, academic institutions and non-governmental organizations	19	Total seminars, workshops, conferences and meetings Seminars: integrated disarmament, demobilization and reintegration standards one-year assessment (26-27 May 2008); Inter-Agency Working Group on Disarmament, Demobilization and Reintegration annual retreat (28-30 May 2008); disarmament, demobilization and reintegration course at the Centre for Stabilization and Reconstruction Studies (30 March-2 April 2008); and expert working group meeting on disarmament, demobilization and reintegration and security sector reform (27 April 2008) Participated in 2 seminars on strengthening justice and rule of law systems: working-level retreat of the Rule of Law Coordination and Resource Group (June 2008); meeting in the United Kingdom on early recovery, including civilian capacity (June 2008) Participated in a seminar on strengthening prison systems and a seminar in Ghana in May 2008 on strengthening prison systems in post-conflict settings Participated in meetings, in conjunction with the Assistant Secretary-General for Rule of Law and Security Institutions with the Advisory Council of the International Network to Promote the Rule of Law, the United States Institute of Peace, the Henry L. Stimson Centre and Mine Action Service partners in Washington, D.C. (May 2008) Organized and co-chaired a briefing by the Chief of the Security Sector Reform Unit in UNMIT on operations in Timor-Leste for Member States and United Nations entities; organized the inaugural inter-agency workshop on security sector reform in Brindisi, Italy; made presentations at 4 conferences and seminars on security sector reform and associated issues, such as gender, in Geneva, The Hague, Paris and Washington, D.C.; 5 briefings to Member States on security sector reform, including to the Security Council The increased output was attributable primarily to the organization of a number of events that had been neither planned for originally nor foreseen, but which required participation, particularly in the field of disarmament, demobilization and reintegration, and to a

		number of events associated with the establishment of the Office of Rule of Law and Security Institutions, namely, those undertaken to increase cooperation with partners, as well as to produce and present to Member States the report of the Secretary-General on security sector reform
Review by the Office of the Assistant Secretary-General of 30 mission plans for legal and judicial, prison and security sector reform support components of peace operations	24	Concept papers, reports and analyses reviewed (many components do not have plans designated as such), including through mission visits to review operations on the ground Review, planning and performance-related documents and tools, including findings and recommendations contained in the reports of technical assessment missions, were reviewed by the Office of the Assistant Secretary-General for the police, justice and corrections components in MINURCAT, MINUSTAH, UNMIS, UNMIT, UNAMID and UNAMA The disarmament, demobilization and reintegration components were also reviewed in UNMIS, UNAMID and MINUSTAH. The security sector reform components in UNMIS, UNMIT and MONUC were reviewed
Participation in five workshops, seminars and conferences related to rule of law and security	8	Workshops, conferences or seminars on the rule of law and security in Brindisi, Italy; Geneva; The Hague; Lisbon; Paris (2); Tokyo; and Washington, D.C.
10 briefings to senior representatives of United Nations departments, funds, agencies and programmes, Member States and other entities related to rule of law and security institutions	18	Total number of briefings, including; briefings to 15 Member States (Canada, China, Egypt, France, Germany, Guatemala, the Libyan Arab Jamahiriya, Morocco, Pakistan, Russian Federation, Senegal, Singapore, the United Kingdom and the United States of America); 3 briefings to senior representatives of the United Nations Office on Drugs and Crime, UNHCR and OHCHR
Issuance of a report of the Secretary-General on security sector reform	Yes	The report of the Secretary-General on security sector reform (A/62/659-S/2008/39) was issued on 23 January 2008

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Police Division		
30 briefings to Member States on police issues in peacekeeping operations and specific police requirements for the rapid deployment of highly qualified personnel	15	Total number of briefings and meetings, including: 13 meetings at police-contributing countries related to the rapid deployment of United Nations police, including formed police units 2 meetings on the Standing Police Capacity Large-scale, global briefings to Member States are normally organized every 3 to 4 months. Additional briefings are organized as the need arises, depending on developments at Headquarters and in field operations. Accordingly, while all official requests from Member States or a group of Member States for formal or informal briefings were addressed, briefings were not required as frequently as originally envisioned
50 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessment/inspection of formed police units	53	Visits to 38 English-speaking and 15 French-speaking police-contributing countries to assist in the selection of United Nations police personnel and formed police units and advise on police requirements, capacity and resource needs. A total of 11,589 police officers were evaluated, of which 3,942 passed (34 per cent) and 7,647 did not meet the requirements (66 per cent)
Development of three manuals and three policies by the United Nations standing police capacity for local police on management, administration and operations procedures and police reform plan	Yes	3 policies and 3 manuals developed by the Standing Police Capacity for the local police in Chad on management, administration and police reform issues (all issued in May 2008)
Assistance to police components in two existing peacekeeping operations for 3 months by the standing police capacity team with expert enhancement (training, reform, investigation and communications) and corrective activities in support of national law enforcement capacity-building	Yes	Standing Police Capacity was deployed to MINURCAT for 9 months and to UNMIT for 2 months to assist with the training and reform of local law enforcement agencies
Mine Action Service		
Training exercise to test the United Nations Framework for Mine Action	Yes	The training exercise was successfully conducted in June 2008 with partner agencies and partner NGOs

Planning and Rapid Response with United Nations agencies and non-governmental organization partners		
Update of the United Nations Framework for Mine Action Planning and Rapid Response following lessons learned during the exercise	**Yes**	**The framework was reviewed and revisions were made to the enabling memorandums of agreement with UNOPS (December 2007) and the Swedish Rescue Services Agency (January 2008)**
Criminal Law and Judicial Advisory Section		
150 interviews with applicants for positions as prison officers in the field	**170**	**Interviews of secondment prison officers applicants**
Technical clearance of 200 judicial affairs and 50 corrections officers for inclusion in rosters	**200+**	**Judicial officers cleared**
	30	**Corrections officers cleared**
		The number of technically cleared judicial affairs candidates at all levels on the roster increased to 415 and that of technically cleared corrections officers to 62
Development of programme for outreach to potential applications for judicial and corrections posts	**Yes**	**A draft programme for outreach to potential judicial and corrections officers was completed in March 2008 and shared with the Department of Field Support for joint implementation**
Disarmament, Demobilization and Reintegration Section		
Technical clearance of 200 disarmament, demobilization and reintegration officers	**67**	**Out of 108 candidates initially cleared by the Department of Field Support, 67 were technically cleared. The lower number of initially cleared candidates accounts for the lower output**
Conduct of a United Nations inter-agency disarmament, demobilization and reintegration simulation exercise	**No**	**The 16 member Inter-Agency Working Group on Disarmament, Demobilization and Reintegration identified other priorities during the reporting period. Emphasis was placed on the roll-out of the United Nations integrated standards on disarmament, demobilization and reintegration and testing them in the field**
Development of senior managers training course for potential disarmament, demobilization and reintegration officers	**Yes**	**Through assistance in the development and holding of existing courses for senior personnel held by the Swedish National Defence College, the Norwegian Defence International Centre and the senior mission leadership course organized by the Department of Peacekeeping Operations**
Security Sector Reform Section		
1 departmental policy directive on security sector reform	**No**	**The departmental policy directive on security sector reform was delayed given the need to prepare the report of the Secretary-General on security sector reform**

		(A/62/659-S/2008/39) and pending the consideration of the report by the Security Council (on 12 May 2008) and by the Special Committee on Peacekeeping Operations at its substantive session for 2008 (see A/62/19, paras. 104-114). The policy directive is expected to be developed by the end of the 2008/09 period
1 study by external consultants on options for structuring security sector reform capacities within integrated mission structures	No	The consultancy report is expected by the end of the 2008/09 period. Security sector reform is a relatively new field, with a small pool of qualified experts who are in high demand internationally
2 sets of departmental guidelines on the establishment and implementation of security sector reform strategies in the post-conflict context	No	Departmental guidelines are expected to be developed by the end of the 2008/09 period. Completion was delayed owing to significant constraints in identifying suitable candidates for the approved posts, as security sector reform is a relatively new field, with a small pool of qualified candidates who are in high demand internationally
Establishment and support to inter-agency task force on security sector reform	Yes	The inter-agency task force on security sector reform was established and held biweekly/monthly working-level meetings. Principal-level meetings are held quarterly. The Department of Peacekeeping Operations has provided support to the task force by providing secretariat services and co-chairing all Principal- and working-level meetings. In addition, on behalf of the task force, the Department of Peacekeeping Operations took the lead in the development of the inter-agency programme plan and the drafting report of the Secretary-General on security sector reform and led an inter-agency workshop on security sector reform in Brindisi, Italy, in June 2008, with experts in security sector reform from 10 field operations and representation from AU

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Police Division		
Initial deployment, rotation and extension of 15,000 United Nations police officers, including members of formed police units, in 17 peace operations, including special political mission	Yes	Over 14,000 United Nations police officers, including those in formed police units, were deployed, rotated and managed in 19 field missions
Provision of instructions and guidance, including preparation of detailed plans for	Yes	Guidance and advice related to national police reform was provided to 19 field missions, primarily through the

the implementation of mandates, to the police components of peace operations in respect of their mandated functions, i.e., interim law enforcement and/or security support to national law enforcement agencies and/or support for capacity-building of national law enforcement agencies		policy on support for vetting of police and other law enforcement officials and the policy on support for certification of police and law enforcement officials, which was adopted in March 2008
Development of departmental policies pertaining, inter alia, to: assessment and capacity-building of law enforcement agencies; census, registration and vetting of law enforcement officials; interim law enforcement; functions and organization of formed police units; and community policing and key related matters	Yes	The policy on support for vetting of police and other law enforcement personnel was adopted in February 2008; the policy on support for certification of police and law enforcement officials was adopted in March 2008. Formed police unit and policies for police census did not require any updates during the reporting period. The policy on the assessment and capacity-building of law enforcement agencies was not completed owing to the shortage of policy and planning staff and the need to ensure that most staff focused on providing direct support to field operations
5 independent, empirical and objective reports on the state of the rule of law in countries with peacekeeping operations prepared by using the proposed United Nations Rule of Law Index	No	The United Nations Rule of Law Index project was delayed owing to a shortfall in donor funding. The project commenced on 1 June 2008. Two reports will be completed by the end of 2009. It is anticipated that three additional reports on rule of law will be completed by the end of 2011
Organization of the annual conference of heads of police components to provide guidance and instructions on directives, policies and guidelines and share lessons learned and best practices	Yes	The annual conference of heads of police components was organized on 7 and 8 February 2008 with attendance from BONUCA, UNOMIG, UNAMA, UNFICYP, UNAMID, UNMIL, MINUSTAH, UNOCI, MONUC, MINUSTAH, UNMIK, BINUB and UNMIT to exchange views and best practices related to field operations
Operational visits to 11 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNMIT, MINURSO, MONUC, UNOCI, UNMIK, UNFICYP, UNOMIG and ONUB) to advise and assist the police component	19	Visits to field missions (BINUB, MINURCAT (2), MONUC, UNMIT (4), UNIOSIL (2), MINURSO, MINUSTAH (5), UNMIN, UNOCI (2), UNMIS (2), UNAMID, UNMIK (2) and UNMIL); (no visit was made to UNFICYP owing to the need to prioritize visits based on field operations requirements) The increased output was attributable to operational requirements in connection with the establishment of new missions and the expansion of police components in existing missions
8 predeployment induction and post-appointment briefings for heads of police components of peace operations	6	Senior Police Commissioners and Senior Police Advisers from MINUSTAH, UNMIK, UNOMIG, UNMIL, UNMIT and UNMIS were given predeployment induction or post-appointment briefings

Participation in 4 predeployment training seminar/workshops for United Nations police and formed police units	5	Predeployment training meetings, seminars and workshops were held in Ghana (2), Italy (2) and the Sudan
Mine Action Service		
Advice on and approval of workplans for 5 mine action programmes (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO)	4	Advice and approval were provided for 4 workplans (MONUC, UNMIS, UNIFIL and UNMEE). As at 30 June 2008, the MINURSO workplan was in draft format, as the Mission's mine action capacity was newly established
Biannual assessment and recommendations regarding efficacy of 5 mine action programmes (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO), including an annual technical mission and review of memorandums of understanding with troop-contributing countries providing mine action resources	5	Assessment of mine action programmes in MONUC, UNMIS, UNIFIL, UNMEE and MINURSO, including regular (quarterly) assessments and reviews
	4	Annual technical missions to MONUC, UNMIS, UNIFIL and UNMEE. A mission to MINURSO was not conducted pending the full deployment of the mine action programme in the Mission, as the programme was newly established
Inclusion of project proposals for mine action activities in 5 mine action programmes (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO) included in the United Nations mine action portfolio	4	The portfolio of mine action projects for 2008 included project proposals for mine action activities in four mine action programmes (MONUC, UNMIS, UNIFIL and UNMEE); the mine action programme in MINURSO was newly established, and there were no personnel in the Mission to complete the project proposals for the 2008 portfolio
Annual review of technical missions in best practices and lessons learned and development an electronic posting of mission-specific workplans for 5 missions (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO)	Yes	The establishment of a recommendations tracking database has institutionalized the tracking of lessons learned and, to some extent, best practices for 5 missions, including MINURSO All programme workplans are available through the portfolio of mine action projects on the electronic mine information network
Provision of training of trainers, materials and technical oversight for landmine safety briefings in collaboration with United Nations agencies in 5 mission areas	Yes	Technical oversight of mission-level safety was provided in conjunction with mission induction briefings in UNIFIL, UNMEE, UNMIN, MINURSO and MONUC. The Mine Action Service sponsored a CD-ROM that enables the distribution of professional training materials and guidelines
Criminal Law and Judicial Advisory Section, Disarmament, Demobilization and Reintegration Section and Security Sector Reform Section		
Organization of the annual conference of the heads of justice and corrections components to provide training and guidance on policies and guidelines and to share	No	A corrections training workshop was held in Accra in May 2008, which brought together experts from MINUSTAH, MONUC, UNOCI, UNAMA, UNMIL, UNMIS and UNIOSIL

lessons learned and best practices		(The annual conference of heads of justice and corrections components was held at United Nations Headquarters in September 2008 owing to operational priorities)
Operational visits to 5 peacekeeping operations (MINUSTAH, UNMIL, UNMIT, MONUC and UNOCI) to advise and assist the justice and corrections components	4	Operational visits to MINURCAT, MINUSTAH, UNMIS and UNMIT to advise and assist justice components
	5	Operational visits to MINURCAT, MINUSTAH, UNMIL, UNMIS and UNMIT to advise and assist corrections components
Issuance of new policies to all peacekeeping operations on the following areas: disarmament, demobilization and reintegration, rule of law and security sector reform	No	Work on the new module in the integrated standards on disarmament, demobilization and reintegration focusing on the nexus between security sector reform and disarmament, demobilization and reintegration, was postponed until the report of the Secretary-General on security sector reform (A/62/659-S/2008/39) was issued on 23 January 2008. The module is expected to be issued in May 2009. Development of policy on security sector reform was delayed by the need to prepare the report of the Secretary-General on security sector reform and pending the consideration of the report by the Security Council (on 12 May 2008) and by the Special Committee on Peacekeeping Operations at its substantive 2008 session (see A/62/19, paras. 104 to 114)
		The security sector reform policy directive is expected to be developed by the end of the 2008/09 period. A policy directive on peacekeeping rule of law areas of work is expected to be finalized in early 2009, pending discussions with the new Under-Secretary-General for Peacekeeping Operations on its context and scope of analysis
Development of reporting templates to increase the effectiveness of mission reporting on justice and prison system issues	No	A draft quarterly reporting template was completed in February 2008. A consultant was retained in July 2008 to further develop and finalize monthly, quarterly and ad hoc reporting templates and a workplan template. The reporting templates will be finalized during the 2008/09 period after consultation with field operations
Development of methodology for Headquarters review of the activities of the mission justice and corrections components	No	A consultant was retained in July 2008 to develop the methodology for review of the activities of the justice and corrections components of peacekeeping operations. The methodology will be finalized during the 2008/09 budget period in consultation with field operations

Updated prisons guidance manual	No	The prisons guidance manual is scheduled to be updated during the 2008/09 period, as consultations with field operations on the development of a draft table of contents could not be completed by 30 June 2008
Needs assessment visits to peacekeeping missions and provision of expert advice in the areas of disarmament, demobilization and reintegration and security sector reform	3	Needs assessment visits to UNOCI (February 2008), UNMIS (February 2008) and UNAMID (June 2008) on disarmament, demobilization and reintegration. Needs assessment visits on security sector reform were not conducted owing to difficulties in identifying and recruiting suitable candidates for the security sector reform posts
Department position paper on linkages between disarmament, demobilization and reintegration and security sector reform	No	The development of the module of the integrated standards on disarmament, demobilization and reintegration and on security sector reform was postponed pending the issuance of the Secretary-General's report on security sector reform on 23 January 2008. It is envisioned that issues to be addressed in the position paper will be addressed in the module, which will be issued in May 2009
2 visits to identify and work with partners in security sector reform (the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) in Paris and the Department for International Development of the Government of the United Kingdom of Great Britain and Northern Ireland in London)	5	Total number of meetings including: 2 meetings of the Task Force on Donor Practices of the Organization for Economic Cooperation and Development/Development Assistance Committee; and briefings on security sector reform were provided. Regular liaison was established with the Department for International Development of the United Kingdom, and 3 meetings were held with staff of the Department for International Development at United Nations Headquarters and in London in late 2007 and mid-2008

5. Policy, Evaluation and Training Division

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
80 per cent of Special Representatives of the Secretary-General indicate that the quality and timeliness of the Department's support is "good" in a survey to be conducted prior to the 2008 heads of mission conference	No	A survey on the full range of activities of the Department of Peacekeeping Operations and the Department of Field Support in support of missions was conducted in May 2008 during the heads of mission conference. Of the 12 completed surveys received, the average level of satisfaction was 68 per cent. The highest level of satisfaction was 80 per cent

10,000 mission staff are active users of the new Department Intranet website of policies and procedures	Yes	During the reporting period, the United Nations peace operations Intranet provided access to a system-wide database of policy and practices reports, with over 57,093 downloads occurring, and with almost 3 million visits registered
Lessons learned and best practices in the areas of HIV, gender and child protection adopted as policies and procedures in mission operations	Yes	Gender-related after-action reviews on support to the establishment of a gender task force (UNOCI, September 2007), annual meeting of the gender advisory team (February 2008), and a mapping exercise of the workloads and priorities of gender advisers in United Nations integrated missions (December 2007); and on the review of the tenure of gender/HIV officers in integrated disarmament, demobilization and reintegration units (April 2008) contributed to the development of improved and streamlined procedures to support gender advisers in field missions, including the establishment of a gender task force in the field; planning processes for annual meetings of gender advisers; and improved procedures for the prioritization of responsibilities and tasks of gender advisers in the field A lessons learned study on HIV/AIDS Units in United Nations peacekeeping missions (May 2008) has led to improved planning for such units in the start-up of new missions and better design of HIV/AIDS awareness and prevention programmes in field missions. Upon recruitment in January 2008 of a child protection officer, policy development on child protection issues has begun, with a two-phased approach involving consultations with the field and at United Nations Headquarters. A final policy will be ready for approval by the senior management of the Department of Peacekeeping Operations and the Department of Field Support in February 2009. Once the policy is approved, procedures based on identified best practices and the approved policy guidance will be developed by 31 December 2009
All deploying peacekeepers receive appropriate training based on United Nations standardized training materials	Yes	The Integrated Training Service provides standardized training materials, which are periodically revised and updated in the light of policy changes and new developments in peacekeeping, to Member States and partner training institutions to enable appropriate training of deployed peacekeepers. In addition, the Service delivers regular predeployment training to civilian field personnel in order to prepare them for mission deployment

Technical training requirements for Department of Peacekeeping Operations and Department of Field Support personnel are met on the basis of the approved training strategy	Yes	A comprehensive peacekeeping training strategy was approved by the senior management of the Department of Peacekeeping Operations and the Department of Field Support in May 2008. The Strategy provides for training related to specific substantive or technical areas to be decentralized to offices and units in the Department of Peacekeeping Operations, the Department of Field Support, the Secretariat, and the field, to supplement the activities of the Integrated Training Service. As per the strategy, technical training requirements would be set by the substantive areas and by subject matter experts, with technical assistance provided by the Integrated Training Service, and approved by senior management
The Department of Peacekeeping Operations and missions implement measures to redress weaknesses identified during evaluations	Yes	Once they are endorsed by the senior management team of the Department of Peacekeeping Operations and the Department of Field Support, evaluation reports are distributed within Headquarters and to missions for follow-up action, and implementation of recommendations is reviewed at six-month intervals
The Department of Peacekeeping Operations develops guidelines for the management of strategic partnerships	Yes	The Department of Peacekeeping Operations/ Department of Field Support position paper on engagement with peacebuilding architecture was approved by senior management in March 2008, and guidance materials on voluntary financing sources for missions were drafted in March 2008 The Department of Peacekeeping Operations/ Department of Field Support strategy for partnerships is expected to be completed during the 2008/09 period
Office of the Director		
Set priorities for evaluation, policy development and training in coordination with senior management of both the Department of Peacekeeping Operations and the Department of Field Support	Yes	Evaluation: the Department of Peacekeeping Operations and the Department of Field Support have established the Evaluation Advisory Board, which comprises senior staff from both Departments. The role of the Board is to advise the Senior Management Team of the Department of Peacekeeping Operations and the Department of Field Support on the allocation of resources and time to meet the needs of both Departments. Recommendations from the Board are considered by the senior management team of both Departments, which sets the evaluation priorities for the Departments Policy development: the expanded senior management team is the management forum of the Department of Peacekeeping Operations/Department of Field Support for the consideration of strategic cross-cutting policies

		and strategies. The Peacekeeping Best Practices Section acts as the secretariat for the expanded senior management team and manages the policy agenda of the two Departments. Priorities for policy development are decided by this broad-based management group, which represents the senior management of both departments. During the reporting period, priority was given to policy development in the areas of mission support (aviation risk management, boards of inquiry, records management) and cross-cutting areas (evaluation; authority, command and control; security management system for individually deployed uniformed personnel). Policies in specific functional areas were also developed (certification of law enforcement officials and civil affairs personnel) Training: cross-cutting peacekeeping training priorities were identified through a training needs assessment conducted in 2008. In addition, in accordance with the Peacekeeping Training Strategy, technical or substantive training priorities were set by the senior management of the Department of Peacekeeping Operations and the Department of Field Support. The Integrated Training Service maintains oversight of all training priorities and activities of the Departments
Coordinate activities of sections to meet current and anticipated field needs in coordination with heads of missions	Yes	Coordination provided through the annual conference of heads of mission, senior leadership training events and periodic visits of heads of mission and other senior field leaders to United Nations Headquarters, as well as during visits to field missions. Coordination also took place during evaluation or assessment visits to field missions
Peacekeeping Best Practices Section		
Issuance to all peacekeeping operations of 3 new policies in the following areas: mission integration, gender, HIV/AIDS, child protection, civil affairs and best practices	Yes	Guidelines for gender advisers and gender focal points in United Nations peacekeeping operations and on integrating a gender perspective into the work of the United Nations police were issued on 15 April and 17 June 2008, respectively. Department of Peacekeeping Operations/Department of Field Support policy directives on the role and functions of HIV/AIDS Units in United Nations peacekeeping operations and on civil affairs were issued on 1 December 2007 and 1 April 2008, respectively
3 needs-assessment visits to peacekeeping missions and provision of subject-matter expert advice in the areas of gender, civil affairs, child protection, best practices and HIV/AIDS, as requested by missions	Yes	A gender needs assessment visit to UNOCI took place in August/September 2007. An HIV/AIDS needs assessment visit and a knowledge, attitudes and practices survey was undertaken in MINUSTAH in May 2007; and the HIV/AIDS technical assessment mission to UNMIN took place in December 2007

		Subject matter expertise in the areas of gender equality, child protection, HIV/AIDS and civil affairs was provided to the field on a continuous basis. Advice provided included budget guidance, prioritization of programme activities, lessons learned and best practices
2 new communities of practice knowledge-sharing networks for peacekeepers doing similar jobs in different missions established and used in the field	Yes	Two new communities of practice, the Planning Network (July 2007) and the Fuel Operations Management Network (January 2008), were launched during the reporting period. With memberships of 76 and 170 members, respectively, the two communities exchange expertise and good practices across missions
Issuance, in consultation with Member States and with the approval of the Under-Secretary-General, of a high-level policy document ("capstone doctrine") that will set out the guiding principles of United Nations peacekeeping operations and replace the 1995 general guidelines on United Nations peacekeeping operations	Yes	The United Nations Peacekeeping Operations — Principles and Guidelines, also referred to as the "capstone doctrine", was approved in January 2008 and was disseminated widely to United Nations partners and to Member States
Mission integration guidance materials made available to mission senior managers, including integrated doctrine and revised directives of the Special Representative of the Secretary-General	Yes	Mission integration was a key element in several guidance materials issued during the reporting period, such as the United Nations Peacekeeping Operations — Principles and Guidelines, the Mission Start-up Field Guide, the command and control policy, and the civil affairs policy, and the materials made available to mission senior managers through the Intranet and through training and workshops. The revised directive of the Special Representative of the Secretary-General is being formulated and is due to be completed by December 2010
Enhancement of the Department's Intranet/portal structure to centralize and deliver guidance materials to field missions	No	Enhancements to the Intranet structure to centralize and deliver guidance materials to field missions were delayed owing to additional user requirements; however, they were completed in December 2008. Other enhancements include: the capacity of the policy and practice database on the Intranet to handle multilingual documents; the ability to display documents in 3 groups — guidance, best practices and other materials; and improvements to the Intranet search function
Integrated Training Service		
3 United Nations training assistance team courses for uniformed personnel from Member States and regional organizations	1	United Nations training-of-trainers course in Malaysia for a total of 40 participants Only 1 of 3 training-of-trainers courses was completed owing to a change in strategic direction for the Integrated Training Service. The United Nations

		Peacekeeping Training Strategy, promulgated in May 2008, directs the Integrated Training Service to move away from training delivery and to operate at the strategic level by setting standards and providing policy and guidance to peacekeeping training partners. Since the delivery of training-of-trainers courses does not fit within the new strategy, the activity has been suspended. Integrated Training Service training support to Member States includes the provision of United Nations peacekeeping predeployment training standards, which are currently undergoing comprehensive revision, and the development of new training aids. Those materials will be made available to all Member States and peacekeeping training institutions. Training guidance on mission-specific issues of an operational nature will also be made available to Member States and peacekeeping training institutions, as required. In addition, training support to Member States and peacekeeping training institutions will include the provision of in situ assistance by teams of United Nations peacekeeping trainers and subject matter experts
2 senior mission leaders courses	3	Courses for senior mission leaders were held in Ghana, India and Nigeria for a total of 72 participants
1 course for military and police advisers from permanent missions	No	Owing to the priority given to implementation of the revised Peacekeeping Training Strategy (will be conducted during the 2008/09 period)
2 United Nations courses for national logistics planners	No	Owing to the reprioritization of activities in line with the Peacekeeping Training Strategy, such as the conduct of a comprehensive training needs assessment at Headquarters, including with Member States, and the provision of subject matter experts, expert role players and trainers/facilitators with United Nations peacekeeping experience
Support for 4 international peacekeeping exercises organized by Member States	3	International peacekeeping exercises organized by Member States were supported in El Salvador, Mongolia and Sweden by the provision of subject matter experts, expert role players and trainers/facilitators with United Nations peacekeeping experience
Participation in 6 peacekeeping training conferences organized by Member States or international organizations	6	Attendance at peacekeeping training events organized by Member States or international organizations in France, Italy, Jordan, Nigeria, Sweden and the United States of America

15 lectures at peacekeeping training activities organized by Member States or international organizations	33	Students from emerging troop- and police-contributing Member States attended 10 United Nations peacekeeping courses in 7 national peacekeeping training centres The reduced number of lectures reflects the mid-period suspension of training recognition activities, while the priorities of the Integrated Training Service were aligned with the requirements of the Peacekeeping Training Strategy
10 training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations and sponsorship of 80 students in recognized courses	4	Training recognition processes to assess peacekeeping training courses were conducted in Australia, Croatia, the Russian Federation and Ukraine
	33	Students from emerging troop- and police-contributing Member States were selected to attend 10 United Nations peacekeeping courses in 7 national peacekeeping training centres The reduced output reflects the mid-course suspension of training activities, while the priorities of the Integrated Training Service were reassessed in alignment with the new Peacekeeping Training Strategy
8 United Nations civilian predeployment induction training courses for civilian field personnel	29	Civilian predeployment training courses were conducted for a total of 772 new civilian field personnel The increased output was attributable to several factors: the training was made mandatory for all personnel deploying to peacekeeping operations for the first time, which significantly increased the demand for training; a surge in recruitment of personnel for MINURCAT and UNAMID; and the need to reduce time between courses in order to expedite the deployment of new personnel
7 integrated mission training centre activities for all categories of personnel in United Nations field missions and 6 in-mission training evaluations	3	Total number of activities, including: 1 integrated mission training centre workshop and 1 training-of-trainers in training evaluation course were conducted for all field mission training personnel In-mission training evaluation of the civilian predeployment training was conducted in UNMIL The lower output was owing to the realignment of priorities of the Integrated Training Service with the Peacekeeping Training Strategy, as well as the conduct of a comprehensive needs assessment of peacekeeping training needs at Headquarters and in field missions

2 senior leader induction programme courses	1	Senior leadership induction programme course was conducted with a total of 9 participants. The second course was deferred by a month until July 2008 owing to the unavailability of participants
3 predeployment training assistance visits and 4 assessment visits to Member States	No	Predeployment training assistance visits are conducted only if a request for such assistance is received from Member States, and no such requests were received during the period
2 workshops to develop training curricula in thematic areas relevant to peacekeeping	12	Workshops and training activities to develop training curricula in thematic areas relevant to peacekeeping were conducted in 8 Member States. The increased output was owing to the need to develop United Nations police training material for the new mission in Darfur (UNAMID) and to the updating of standardized training materials
2 pilot training courses on newly developed training materials	3	Pilot training courses on newly developed training materials were conducted for: gender equality in peacekeeping operations; the Integrated Operational Team for UNAMID; and leadership, management and organizational development programmes
Development of 1 base scenario for the senior mission leaders course	1	Rather than develop a new base scenario for the senior mission leaders course, the existing scenario was updated on the basis of lessons learned from the use of this scenario in the 9 senior mission leaders courses conducted to date
Development of the Senior Mission Administrative Resource Training (SMART) programme for preparation of senior mission support staff	Yes	2 of the 6 Department of Field Support and SMART e-learning modules to improve management in the field in the areas of finance, procurement, contracts management and personnel were piloted and finalized. In addition, two reinforcing workshops were held at UNLB, with individual feedback provided to each learner by former senior peacekeeping managers serving as SMART mentors. The development of further modules of the programme will continue during the 2008/09 period
Development of e-learning modules on issues relevant to peacekeeping	No	The definition of and requirements for an e-learning induction course were established, and the development of the course is expected to be completed by June 2009. The delay in finalizing the e-learning induction training was owing to unexpected complexities in developing the material
Management of publication of peacekeeping training materials, up to 5,000 copies each	1 300	Copies of training publications for political affairs officers and logistic support officers were issued, as were publications for 4 Member States and 9 peacekeeping missions. The materials were provided as

		a direct response to requests from Member States, and included such publications as the standardized generic training material, code of conduct pocket cards, Selection Standards and Training Guidelines for United Nations military observers and pamphlets on HIV/AIDS
Facilitating the organization and monitoring of all training activities for the Department of Peacekeeping Operations and the Department of Field Support in their areas of specialization	128	Training activities for the Department of Peacekeeping Operations and the Department of Field Support in their areas of specialization have been facilitated and monitored by the Integrated Training Service. A total of 720 staff were involved in those training activities, which included courses, workshops, seminars, individual training and conferences in substantive and technical areas of peacekeeping and field support, such as finance, logistics, disarmament, demobilization and reintegration and gender equality
2 review workshops to update standardized training materials	2	Review workshops
Predeployment training for newly established missions	2	Predeployment training activities for UNAMID were conducted both in the mission, and at UNLB. A team of 5 Integrated Training Service personnel spent up to 2 months in UNAMID conducting United Nations conversion training for ex-AMIS personnel and contingents transferring to UNAMID, and mission induction for newly arriving personnel. In addition, 3 close protection team courses were conducted in the mission, while the standard close protection team programme continued to be conducted at UNLB
Evaluation Section		
6 comprehensive mission evaluations, including follow-up of recommendations	5	Mission evaluations were conducted in UNTSO (full mission evaluation), in MINUSTAH (joint operations centre/joint military analysis centre assessment), as well as in UNMIS, UNAMID and UNMIT (evaluation of implementation of joint operations centre and joint military analysis centre policy). The sixth evaluation was not completed owing to a lack of staffing capacity
Provision of immediate evaluation capacity to review critical incidents or trends in missions	No	Evaluation capacity in the Department of Peacekeeping Operations was established in February 2008, with the priority given to the development of overarching policies of the Departments of Peacekeeping Operations and Field Support on mission evaluation and Headquarters self-evaluation
Develop and test policy, guidelines and standard operating procedures for operational readiness tests of military and formed police contingents	No	With the establishment of the evaluation team in February 2008, priority was given to the development of the overarching policies of the Departments of Peacekeeping Operations and Field Support on mission evaluation and Headquarters self-evaluation. Those

		policies were required to underpin evaluation activities in both Departments in May 2008
Partnerships Section		
Guidelines on joint operational initiatives with the World Bank	Yes	Guidelines for joint operational initiatives with the World Bank were finalized and posted on the peace operations website in November 2007
1 joint initiative with the World Bank in a post-conflict context	Yes	The Department of Peacekeeping Operations operational initiative with the World Bank, UNDP and UNOPS was established in Haiti in March 2008 and is being implemented
2 exchange briefings with the World Bank on security sector reform and related topics	Yes	Exchange briefings with World Bank staff on security sector reform took place on 13 and 14 June 2007
Establishment of joint coordination mechanisms with the European Union for European Union operations in support of United Nations peacekeeping missions		A United Nations military liaison officer was embedded in the EU Operational Headquarters in Mont Valérien, France, in January 2007 to ensure coordination and information exchange between Chad-EUFOR and MINURCAT
		Other EU-United Nations coordination mechanisms included regular Headquarters-to-Headquarters bilateral video teleconferences, and trilateral video teleconferences with the EU Planning Team and UNMIK to address planning and operational issues
Guidelines for European Union support for United Nations peace operations established in cooperation with the European Union	Yes	Guidelines on joint United Nations-EU planning applicable to existing field missions were finalized with EU on 13 June 2008

B. Department of Field Support

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 briefings to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and other legislative bodies	30	Briefings. Increased output reflects the actual number of briefings
25 meetings with/briefings to Member States and regional organizations	Approximately 130	Meetings and briefings by the Officer-in-Charge of the Department
10 presentations on peacekeeping issues at conferences, seminars and other public forums	13	Presentations
10 interviews with and briefings to the media	9	Interviews and briefings
12 visits to major financial contributors, key troop- and police-contributing countries and other Member States	14	Visits

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
8 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field	16	Field mission visits to UNMIS (July 2007 and January, April and June 2008); UNAMID (January, April and June 2008); UNIFIL (July 2007); UNTSO (July 2007 and April 2008); UNFICYP (July 2007); UNMEE (September 2007); MINURCAT (January 2008); MONUC (January 2008) and UNLB (June 2008); one combined visit to UNMIS and UNAMID In addition, 6 special political missions were conducted to the United Nations International Independent Investigations Commission (July 2007); the Office of the United Nations Special Coordinator for Lebanon (July 2007); the United Nations Special Coordinator for the Middle East Process (July 2007); UNMIN (December 2007); UNAMA (December 2007); and UNAMI (April 2008)

Development of a roster for senior military, police and civilian personnel of qualified candidates and a targeted outreach plan that establishes partnerships with Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes	Yes	The database structure was completed and populated. Data refinement and updating have been ongoing. Continued efforts have been under way to professionalize Headquarters' ability to communicate useful and determining information to potential candidates and to channel outreach efforts into a more targeted outreach plan to include Member States, professional organizations, NGOs and United Nations agencies, funds and programmes
Forecasting of vacancies in senior military, police and civilian leadership posts and administration of selection and appointment processes for the recruitment of senior leadership posts	Yes	Numerous internal reports are being produced and circulated to enhance forecasting mechanisms, including: monthly updates of the list of senior staff in the field; 6-month notice of expiration of appointments at the D-2 level and above; tracking of the status of filling the majority of senior posts in the field; and internal monitoring of statistics for quarterly reports on gender/geographical representation to senior management. Efforts to enhance support and refine administrative, selection and appointment processes for most senior posts are ongoing
Guidance to 16 peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures, including through the development and dissemination of policies and procedures to address risk issues	No	The proposed risk management unit and resources to undertake this output were not approved
Visits to 4 peacekeeping operations to conduct a risk assessment and assessment of risk-mitigation measures	1	A mission start-up pilot risk-assessment project was initiated in August 2007 with the objective of completing a Darfur mission start-up pilot risk assessment before the end of October 2007

Conduct and Discipline Unit

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
20 briefings to stakeholders, including Member States and senior Headquarters and mission leadership, on implementation of the comprehensive strategy on sexual exploitation and abuse	Approximately 25	Briefings held in connection with the development of the victim assistance strategy, welfare and recreation report, and the misconduct and tracking system as well as with bilateral partners with regard to extrabudgetary assistance In addition, briefings were conducted on multiple occasions for Member States (Argentina, Australia, Brazil, Costa Rica, Denmark, Germany,

	Japan, Morocco, New Zealand, Norway, Poland, United Kingdom, United States), States members of the Non-Aligned Movement and NGOs, the International Committee of the Red Cross, Save the Children UK, and the International Rescue Committee, among others

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of guidance and oversight to 18 United Nations peacekeeping or special political missions and the United Nations Logistics Base on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up on allegations and cases, disciplinary policies and measures for all categories of personnel	Yes	Systemic and operational technical support provided related to the applicability of the standards to various categories of peacekeeping personnel and to the interpretation of the standards in their application. On a routine basis, technical advice was provided to conduct and discipline teams on the handling of misconduct and disciplinary cases An awareness-raising film produced by the Department of Peacekeeping Operations/Department of Field Support and other agencies was distributed in the spring of 2008 The Executive Committee on Humanitarian Affairs/Executive Committee on Peace and Security task force reconvened in 2007; five working groups were formed in September 2007 as part of the task force to advance its work in the following areas: support to field-based networks; enforcement; managerial compliance; victim assistance; and guidance for implementation of the Secretary-General's bulletin on special measures for protection from sexual exploitation and sexual abuse dated 9 October 2003 (ST/SGB/2003/13) The latter working group was led by the Department of Field Support, which participated in all other working groups. The Department provided substantive inputs to the working documents on the various issues for review by the Executive Committee on Humanitarian Affairs/Executive Committee on Peace and Security task force United Nations Headquarters launched an Internet website and an Intranet website in March 2007. The Conduct and Discipline Unit developed and distributed two training modules for mid-level managers and commanders and senior leaders in April 2008. A workshop for chiefs of conduct and discipline teams in missions was held in December 2007 A comprehensive welfare and recreation strategy was developed and presented to the Special Committee on

		Peacekeeping Operations for consideration by the General Assembly during its sixty-second session
4 visits to peacekeeping operations and 3 workshops for Conduct and Discipline Units to provide updates and technical advice on conduct and discipline issues	2	Assessment visits, to UNMIS in August 2007 and to UNOCI in May 2007
	2	Training sessions on the misconduct tracking system at United Nations Headquarters and UNLB in October 2007 and June 2008
	3	Workshops to develop mission-specific strategies to combat prostitution and transactional sex at UNMIS, UNMIT and MONUC from September to December 2007
Submission of responses to 92 reports of United Nations oversight bodies (Office of Internal Oversight Services, Board of Auditors and Joint Inspection Unit)	88	Investigative reports for which responses were submitted, and action taken on 141 recommendations
Tracking of and reporting on 1,200 recommendations of the oversight bodies and submission of 55 follow-up reports	1,150	Recommendations tracked and addressed
	57	Follow-up reports
Conduct of self-assessment reviews of internal control systems in three missions on the basis of repeated findings and recommendations of oversight bodies	No	Not completed owing to staffing constraints
Implementation of the Department's disciplinary directives and public information strategy and the guidelines on handling misconduct in all field missions	Yes	A working group was established with the Conduct and Discipline Unit and the Public Affairs Unit of the Office of the Under-Secretary-General for Peacekeeping Operations, and Department of Public Information to address communication challenges surrounding conduct and discipline issues Guidelines on handling misconduct in field missions have been developed and were under internal review as at 30 June 2008
Tracking of and ensuring action on an estimated 200 category I allegations investigated by the Office of Internal Oversight Services and by field missions and referred to Headquarters, and an estimated 200 category II misconduct investigations in all 16 peacekeeping operations, 4 special political missions and the United Nations Logistics Base	333	Category I misconduct allegations investigated and tracked
	279	Category II misconduct allegations investigated and tracked
		The number of allegations listed in the output column does not correlate with the number of alleged perpetrators, victims, determinations or actions taken. The tracking of the allegations consists of following up with field missions on completion of investigation reports, reviewing the investigation reports and recommending follow-up action (e.g., disciplinary measures, repatriation on disciplinary grounds)

Implementation of recommendations contained in the reports of the first and second Group of Legal Experts related to peacekeeping missions	Yes	Information on training related to conduct and discipline and the prevention of sexual exploitation and abuse was provided in the context of the preparation of the report of the Secretary-General on criminal accountability of United Nations officials and experts on mission dated 11 August 2008 (A/63/260 and Add.1)
Review of and ensuring action on 200 recommendations relating to Board of Inquiry cases received from 16 peacekeeping missions and the United Nations Logistics Base	Yes	Neither the Conduct and Discipline Unit database (Cyber Ark) nor the current Board of Inquiry databases have the capacity to determine the exact number of recommendations relating to the Board of Inquiry that were reviewed by the Conduct and Discipline Unit. However, it was determined that in 2007, the Board of Inquiry had received 156 cases, of which 40 per cent involved misconduct issues. Since Board of Inquiry cases almost always have a minimum of two recommendations, there were, at a minimum, 80 such recommendations. After reviewing the recommendations of the Board of Inquiry, the appropriate action was taken in cases of misconduct, as relevant, with the Departments or the concerned troop- and police-contributing countries (requests for repatriation on disciplinary grounds or recommendations for disciplinary action by the Office of Human Resources Management of the Department of Management)

2. Office of Field Administrative Support

Field Personnel Division

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
4 briefings to Member States on administrative and personnel issues relating to staffing of field missions	18	Briefings Increased output is owing to additional written requests for information from the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on issues relating to human resources reform

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Development of strategic framework, mechanisms and procedures for rapid deployment, career development and management of 2,500 career civilian peacekeepers, whose appointment requires a commitment to rapidly deploy to any mission, thus strengthening the Department's ability to meet rapid deployment requirements	No	Further details on the proposal to establish a framework of up to 2,500 civilian career peacekeepers who would meet baseline peacekeeping staffing requirements and provide a rapid deployment capacity was provided to the General Assembly by the Secretary-General in his report dated 11 April 2007 (A/61/850), which was considered by the Advisory Committee on Administrative and Budgetary Questions in November 2007. At the conclusion of the main part of its sixty-third session, the General Assembly took a number of decisions on the Secretary-General's proposal relating to the contractual arrangements and conditions of service in the field, with the implementation date of 1 July 2009. The Assembly decided to revert to the proposal of the Secretary-General to create a cadre of civilian career peacekeepers at its sixty-fifth session

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Deployment of 5 mission assist (Tiger) teams to address the recruitment and administrative and technical human resources management needs of missions at critical times	Yes	3 Tiger teams for staffing selection were deployed to UNAMID, MINURCAT and UNMIT 4 Tiger teams for career development were deployed to UNMIK, UNMIN, MONUC and UNMEE
Provision of direct personnel support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 7,000 international staff in 33 field missions	Yes	As at 30 June 2008, administration of salaries, allowances, benefits and contracts of 6,566 international staff in field missions and at UNLB
	33	Field missions
	35,418	Personnel actions processed in IMIS during the reporting period
Provision of human resources policy guidance to approximately 7,000 international staff and 14,000 national staff serving in 33 field missions through the chief civilian personnel officers	Yes	Provided human resources oversight, policy guidance and support to 6,566 international staff, 14,528 national staff, 720 National Professional Officers and 2,418 United Nations Volunteers serving in 18 peacekeeping missions, 12 special political and peacebuilding missions led by the Department of Political Affairs, 3 political missions led by the Department of Peacekeeping Operations and at UNLB (as at 30 June 2008)
Implementation, in coordination with the Office of Human Resources	No	The General Assembly continued its consideration of the Secretary-General's proposals to harmonize conditions of

Management, of harmonized conditions of service in the field, contingent on General Assembly approval of the proposal contained in A/61/255/Add.1		service in the field during the resumed part of its sixty-second session. The General Assembly, in its resolution 62/248, took note of the reports of the Secretary-General on staffing of field missions, including the use of 300- and 100-series appointments (A/61/732), on detailed proposals for streamlining United Nations contractual arrangements (A/62/274) and on the harmonization of conditions of service (A/61/861), and decided to continue consideration of the issues of contractual arrangements and conditions of service at the main part of its sixty-third session, with a view to implementing the new arrangements with effect from 1 July 2009. At the conclusion of the main part of its sixty-third session, the General Assembly took a number of decisions on the Secretary-General's proposal relating to the contractual arrangements and conditions of service in the field, with the implementation date of 1 July 2009
Maintenance of rosters in 22 occupational groups relevant to peacekeeping operations, with approximately 5,000 technically cleared candidates on the roster	24	Occupational groups with 558 levels/functions and 5,539 technically cleared candidates placed on the roster
		Outreach activities included advertisements on specialty websites (for example, Reliefweb), periodicals (for example, *The Economist*, *Jeune Afrique* and *Al-Hayyat*), specific outreach activities to target Masters of Business Administration programmes and alumni, contacts with Member States and United Nations agencies, funds and programmes, and NGOs (Centre for International Cooperation, Association for Aid and Relief (Japan), the Africa Japan Forum and the Hiroshima Peacebuilders Centre)
	427	Vacancy announcements posted, of which 297 were generic and 130 were for specific hard-to-fill positions
	252,446	Applications received, of which 154,824 were processed
Online career support for staff members in the field	Yes	Online career support available for all field staff through the career development website published in iSeek. The website is updated periodically to increase capacity and awareness in the field and provide information to staff members interested in improving their skills in a broad range of career paths
Delivery of career support training and consultation to 300 staff members in 4 field missions (UNMIK, MONUC, MINUSTAH, UNMIS)	2,360	Career support consultations provided
	860	Field staff in four missions received training: MONUC (454), UNMEE (50), UNMIK (206) and UNMIN (150), and distant coaching sessions and individual advice (via e-mail and phone) were provided to approximately 1,500 field staff
Development of a career development framework, comprising online career path models for selected occupational	Yes	The Recruitment, Outreach and Career Development Section has been re-profiled and restructured to engage managers of occupational group and expert panels to

groups, including the re-profiling of chief of section positions in mission support functions to better meet the evolving needs of field operations		streamline recruitment and career development specialists to develop a career development framework and online career path models The concept paper on the re-profiling of the functions of chief civilian personnel officers was developed and endorsed at the chief civilian personnel officers conference in May 2008
Organization of a chief civilian personnel officer conference and participation in the United Nations inter-agency career development round table	Yes	The annual chief civilian personnel officers conference was held in Egypt from 3 to 9 May 2008 with 33 chief civilian personnel officers from peacekeeping operations and administrative officers from special political missions Attendance at the United Nations inter-agency career development round table held in Italy on 28 and 29 November 2007
Phased implementation of delegation of authority concerning initial travel of staff to 17 peacekeeping operations, starting in December 2007	Yes	Delegation of travel authority granted in conjunction with additional delegation of recruitment authority and responsibility
Establishment of quality assurance self-monitoring mechanisms to support and facilitate consistency and quality in the exercise of the Department's delegated human resources management, including through the use of human resources action plans designed to meet the specific needs of United Nations peace operations and consistent review of appeal cases and audits	Yes	4 missions, MINUSTAH, UNMIT, UNMIL and UNAMA, participated in a pilot human resources action plan during the reporting period Results from the pilot project have been invested in the roll-out of the human resources action plan to all missions that took place with effect from 1 July 2008
Oversight and evaluation of the performance of human resources management functions in the field through participation in Office of Human Resources Management monitoring visits	Yes	2 joint monitoring visits, with the Field Personnel Division of the Department of Field Support and the Office of Human Resources Management of the Department of Management, were conducted in UNMIK from 26 to 30 November 2007 and in UNMIT from 28 May to 2 June 2008 1 monitoring visit from Headquarters to UNIFIL (January 2008)
Adjustments to human resources management policies, systems, strategies and staffing arrangements to best meet the human resources needs of United Nations peace operations and develop an expert cadre of human resources officers and chief civilian personnel officers for the field, contingent on General Assembly approval of the proposal contained in A/61/255/Add.1	Yes	Four standard operating procedures have been promulgated for peacekeeping operations as follows: recruitment of candidates; selection in peacekeeping missions; bringing staff on board; and staffing table and post management A vetting mechanism was established in order to develop a roster of qualified candidates for chief civilian personnel officers and human resource officers A training programme for 10 external human resource candidates was developed and conducted at Headquarters

	from May to August 2008, followed by a 3-month on-the-job training period in selected missions; after completion of the training period, a final assessment of each candidate will be conducted and a recommendation will be made whether or not to extend the initial 6-month appointment in the mission to which the candidate was assigned

Field Budget and Finance Division

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processing of contingent-owned equipment and death and disability claims (from receipt of mission-certified claims to their approval by the Department) for 18 field operations	2,117	Contingent-owned equipment claims
	113	Death and disability claims
	273	Letters-of-assist claims
	18	Field operations
Planning and making all administrative arrangements, including but not limited to compilation of national data and issuance of papers of the 2008 Working Group on Contingent-Owned Equipment	Yes	The 2008 Working Group on Contingent-Owned Equipment discussed the data in February
19 contingent-owned equipment briefings to permanent missions/delegations of Member States	20	Briefings conducted for a total of 234 persons
17 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations	6	Predeployment briefings Lower output is owing to fewer requests during the reporting period
Implementation of a web-based system to allow troop-contributing countries access to government claims information	No	Preliminary work has been performed, and implementation is to be completed by June 2009

3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures	1	Briefing conducted in Peru Lower output is owing to fewer requests during the reporting period
4 presentations to Member States/troop-contributing countries on financial and budgetary matters	1	Presentation to the Organization for Security and Cooperation in Europe Lower output is owing to fewer requests during the reporting period

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
		Additional outputs
		Guidance on the implementation of financial rules, policies and procedures, and results-based budgeting provided during the start-up phase for 2 field missions through Abacus team visits to UNAMID and MINURCAT
		Deployment of field finance information technology systems to UNAMID and MINURCAT
		2 start-up results-based budgeting workshops in UNAMID (26 participants) and MINURCAT (23 participants)

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Guidance for 33 field missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies	36	Field missions, including peacekeeping and special political missions, UNLB and field offices
Presentations and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies (Advisory Committee on Administrative and Budgetary Questions and General Assembly) in the context of 33 field missions and cross-cutting issues	Yes	In the context of 36 field missions, including peacekeeping and special political missions, UNLB and field offices

3 mission assist visits by the Abacus team to provide in situ support to the mission budget development process	5	Abacus team visits to MONUC, UNOCI, UNMIL, UNAMI and UNOWA/Cameroon-Nigeria Mixed Commission
Financial management of 6 liquidating missions (UNMISET, UNOTIL, MONUA, UNAMSIL, ONUB and UNSMA), including issuance of monthly financial statements, reconciling outstanding balances in financial statements and follow-up on recommendations of the Headquarters Property Survey Board	8	Liquidating missions (UNMISET, UNOTIL, MONUA, UNAMSIL, ONUB, UNSMA, the United Nations Tajikistan Office of Peacebuilding, and the Office of the Special Representative of the Secretary-General for the Great Lakes Region)
Training of 50 civilian substantive, military, police and support personnel in field missions in results-based budgeting	140	Personnel trained: 1 special political mission workshop (61 participants from field missions, the Department of Political Affairs, the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management); 5 results-based budgeting training sessions (79 participants from Departments of Peacekeeping Operations and Field Support). The increase in the number of actual personnel trained versus planned is owing to more requests for training, particularly as a result of the turnover of budget officers in the field
Provision of information technology support, including help desk, technical maintenance and functional guidance, to 33 field missions and the United Nations Logistics Base on field financial systems	31	Peacekeeping missions, UNLB and field offices
Functional guidance to field missions on the deployment of an enterprise resource planning (ERP) application and enterprise budget application (EBA)	No	Owing to the delays in the deployment of the enterprise applications
Organization of and conduct of an average of three video teleconferences permission on budget issues with all peacekeeping missions supported by the Department of Field Support during the budget-formulation phase	6	Videoconferences (MINUSTAH, UNOCI, UNIFIL, UNMEE, UNMIK, UNMIT) Lower number of videoconferences was required as a result of improvements in the budget process, including Abacus team visits and missions receiving consolidated guidance from the Department of Field Support
Training of 40 mission finance staff on advanced upgrading of field finance systems administration	56	Mission finance staff In addition, selected and trained six new peacekeeping mission budget officers at United Nations Headquarters as part of a programme for an advanced compendium of trainees

3. Offices of Integrated Support Services

Logistics Support Division

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 logistical and technical support briefings for Permanent Missions of troop- and police-contributing countries	31	Briefings on contingent-owned equipment provided to representatives of Brazil (January 2008), Burkina Faso (March 2008), Canada (November 2007), Chile (August 2007), Norway (April 2008), South Africa (October 2007), Sweden (4-23 February 2008), Ukraine (April 2008) and United Republic of Tanzania (February 2008) Briefings on logistics operations in peacekeeping missions provided to representatives of the following permanent missions: Nigeria and Pakistan for troops in UNMIL and MONUC; the Republic of Korea for Military Officers; Egypt for troops in UNAMID; Bangladesh and India for troops in MINUSTAH and UNMIT; and Indonesia for troops in UNIFIL
Preparation and presentation of up-to-date geographic/cartographic information for briefings to and consultation meetings of the Security Council	Yes	Maps and other geospatial information was provided at 125 consultation meetings and briefings of the Security Council pertaining to various Department of Peacekeeping Operations field operations as well as those of the Department of Political Affairs, the Office for the Coordination of Humanitarian Affairs and UNHCR
Conduct of 1 regional training course to troop- and police-contributing countries on requirements for medical support for United Nations peacekeeping operations	2	Training courses conducted during predeployment visits to Nigeria and Pakistan from 31 October to 4 November 2007 and 13 to 16 December 2007, respectively
3 United Nations medical support presentations at medical meetings of international/regional organizations	2	Presentations to meetings of the Italian Red Cross Military Corps and the United States Strategic Leadership Programme held on 6 November 2007 and 8 February 2008, respectively
Development of departmental health surveillance and health threat assessment and reporting tool	Yes	Three meetings held with members of the Department of Peacekeeping Operations/Department of Field Support, the Swedish Defence Research Agency and the Swedish Armed Forces to collaborate on developing an environmental and medical health threat assessment methodology for United Nations peacekeeping missions; a follow-up meeting to finalize the report will be held at UNMIS in March 2009, with the recommendations and reporting tool to be forwarded to field missions by the end of June 2009

Conduct of assessments of performance and analysis of compliance with memorandums of understanding by troop- and police-contributing countries in peacekeeping missions	Yes	Assessment of the major equipment and self-sustainment performance of countries contributing troops and police to AMIS was conducted in August 2007 and to UNAMID in September 2007; assessment of formed police units in 6 field missions was conducted in August 2007; assessment of military formed engineering units in 9 field missions, was conducted in August 2007; assessment of military units in UNOCI was conducted in November 2007; in 8 field missions (UNMAS, costing study on explosive ordnance disposal, December 2007); in 11 field missions for contingent-owned equipment trends analysis input to the calendar year-end inventory report, March 2008 Assessment of major equipment and self-sustainment performance of troop-contributing countries regarding power generation and electrical self-sustainment to facilitate a study of the requirements for stocking levels of generators in the strategic deployment stocks, November 2007 Assessment of self-sustainment performance of all MONUC contingents, March 2008; all units in MONUC to support briefings for a military assessment visit to the Mission, April 2008; and Senegalese units in all field missions to inform requirements for a predeployment visit to Senegal, May 2008

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Modification of strategic deployment stocks configuration based on requirements and technological changes	Yes	The composition of the strategic deployment stocks for 2007/08 was reviewed and modified on the basis of operational requirements, including technological advances
Re-composition and replenishment of strategic deployment stocks	Yes	The analysis and revised composition was completed in December 2007 and implemented through the replenishment process
Establishment of 3 strategic and operational partnerships in support of rapid mission start-up with United Nations agencies, funds and programmes and other peacekeeping partners	3	1 common service agreement between BINUB and the United Nations country team to harmonize support arrangements 1 arrangement between the United Nations and AU for the provision of planning assistance support 1 technical agreement between EU and MINURCAT for the provision of logistics support

Establishment of the Department of Peacekeeping Operations Geospatial Information Centre at UNLB in support of rapid mission start-up and improvement of the Department's operational readiness	Yes	The Geospatial Information Centre became operational on 1 October 2007 as a unit at UNLB. The Centre carries out substantive tasks to deliver its products (topographic operational maps, satellite image maps and geo-database) to UNIFIL and UNAMID, and its services (analysis for underground water assessment and terrain analysis, including flooding hazards for camp site selection) to UNAMID. The Centre's focus is: the provision of a secure repository of global peacekeeping data to all field missions and replicating them with the Cartographic Section of the Department of Field Support; preparation of mission start-up; conducting training; and carrying out on-site technical assistance

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of guidance in the planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB	31	Planning guidance provided to 31 missions (15 peacekeeping missions and 16 special political missions), including: 3 downsizing plans for UNMIN, the United Nations International Independent Investigation Commission and UNMEE; 1 liquidation plan for and pre-liquidation team visit to UNIOSIL; 1 preliminary asset disposal plan for UNMEE; 6 budget plans for the United Nations Integrated Peacebuilding Office in Sierra Leone, the Office of the Special Envoy of the Secretary-General for the Lord's Resistance Army-affected areas, UNMIL, MONUC, UNOCI and MINURCAT; 6 mission support plans for MONUC, UNAMID, UNOGBIS, UNOWA, the Office of the Special Envoy of the Secretary-General for the Lord's Resistance Army-affected areas and the Cameroon-Nigeria Mixed Commission; 1 mission support concept for the start-up of the United Nations Regional Centre for Preventive Diplomacy in Central Asia; and 1 technical assessment for UNMIS on force requirements, inter-pillar and intra-mission support issues, i.e., substantive, administrative and military structure layout issues of the Mission and improving operational effectiveness of resources, including with other missions in the region
Quarterly review and approval of annual acquisition/contracting plan for 2007/08 for 16 peacekeeping missions, 15 special political missions and UNLB	Yes	Coordination of field mission acquisition/contracting plan cycle completed. Copies of acquisition plans and quarterly reviews sent to the Procurement Division of the Department of Management
Development and issuance to 16 peacekeeping missions, 15 special political missions and UNLB of contract compliance and performance/quality assurance procedures for the engineering, supply and medical areas	Yes	Contractor performance report attached to every systems contract in the Logistics Support Division contract database; where appropriate, contracts include provisions for contract performance indicators, quality assurance and quality control

Customization and installation of a commercial off-the-shelf electronic rations management system in 10 peacekeeping operations	No	Procurement process was completed; however, as at 30 June 2008, recommendation of the contract award was pending review of the rations management system for compatibility with the planned enterprise resource planning system (as at 31 December 2008, pending review by the Chief Information Technology Officer)
Preparation of statement of work, conduct of technical evaluation and organization of 9 bidder assessment visits for the establishment of 34 system contracts (cartographic 1, medical 6, supply 12, engineering 15)	Yes	A direct marketing agreement (with Environmental Systems Research Institute) for the provision of geographic information systems software was established as at 17 July 2007 and then extended to 31 December 2009 (a systems contract (with MDA Geospatial Services) for the provision of high-resolution satellite imagery was established as at 8 October 2008. A systems contract (with SPOT Image) for the provision of medium-resolution satellite imagery is under negotiation) The Medical Support Section of the Department of Field Support established 1 blood systems contract, 2 contracts were renegotiated (1 for the provision of drugs and pharmaceutical products and 1 for the provision of equipment and medical consumables). A systems contract for the provision of blood and blood supplies was established. The above-mentioned contracts were the only ones affected upon review during the reporting period A total of 15 systems contracts for the provision of various supply items were established, and 8 contracts were in progress as at 30 June 2008 (finalized by December 2008) A total of 20 engineering systems contracts were worked on, including preparation of statements of work, bid/proposal evaluations, prototype inspections and vendor negotiations, with 13 concluded (a further 7 were initiated and were pending completion of the procurement process)
Conduct training for engineering staff in field missions on asset management (20), project management (20), power supply (20), environmental policy (20) and occupational safety and health on construction sites (20)	Yes	Asset management, 28 personnel at UNLB from 14 to 18 April 2008 Water and sanitation, 23 personnel at UNLB, from 25 October to 5 November 2007 Power supply, 18 personnel in Belfast, Northern Ireland, from 5 to 9 November 2007 Occupational safety and health in construction, 22 personnel in Turin, Italy, from 26 to 30 May 2008 Engineering budget guidelines, 17 personnel in MINUSTAH, from 5 to 9 November 2007 The environmental training did not take place, as legal clearance of the policy document was not received

		The project management training was not held owing to lack of staff resources and higher priorities (such as UNAMID and systems contract management)
Mission environmental assessment visits and reports for 3 peacekeeping operations	No	Deferred pending recruitment of an environmental officer
Conduct induction training for 10 P-3 engineers and supply staff prior to going to the field	3	Personnel (engineer induction training) Owing to the deployment of personnel to UNAMID and MINURCAT, training of supply staff was not conducted at United Nations Headquarters
Preparation of 2 contingent-owned equipment training modules for mission staff and promulgation of guidelines for field verification and control of contingent-owned equipment and management of memorandums of understanding to enable the development and implementation of logistics-related training programmes on contingent-owned equipment and briefings for contingent-owned equipment staff in peacekeeping missions and representatives of permanent missions to the United Nations, troop- and police-contributing countries, regional groups and Headquarters staff	2	Module 1 — reconnaissance and predeployment visits, completed 30 June 2008 Module 2 — self-sustainment, completed 30 June 2008 Guidelines for the field verification and control of contingent-owned equipment and management of memorandums of understanding (provisional) were promulgated to the field on 28 January 2008
Conduct of workshop for chiefs of general services and property management sections from field missions	Yes	Cross-functional liquidation and property disposal conference took place from 31 March to 4 April 2008 at UNLB A workshop and a training development activity on contingent-owned equipment were conducted from 19 to 23 May 2008 at United Nations Headquarters (18 contingent-owned equipment staff from field missions participated and all Headquarters-based contingent-owned equipment staff were involved in two draft contingent-owned equipment technical training modules and discussion on the development of the remaining 10 modules)
Conduct of 2 specialist senior functional workshops/conferences (engineering/medical)	Yes	Chief engineers workshop was conducted at United Nations Headquarters from 4 to 7 September 2007 A conference/workshop for chief medical officers/force medical officers was conducted at UNLB from 27 to 31 August 2007

Conduct of a workshop for claims and property survey staff from field missions	No	Owing to an 82 per cent increase in the United Nations-owned equipment inventory over the past 5 years and the number of audit recommendations raised by the Board of Auditors and OIOS, priority was placed on the conduct of the cross-functional liquidation and property disposal conference, which included aspects of claims and property survey
Formulation of technical requirements for bar-code reading technology for inventory management in field missions	Yes	User requirements were issued to the Information and Communications Technology Division of the Department of Field Support and to the Chief of UNLB for requirement testing
Formulation of a standardized codification catalogue for expendable items	Yes	The Codification Office at UNLB drafted a standard operating procedure on codification methodology
Revision and distribution to 15 field missions of the Department's Aviation Manual, with the focus on aviation ground support services, night operations, search and rescue operations and aviation security	No	The initial phase of the project has been completed, in collaboration with 15 field missions, including an internal revision and general identification of the scope of change anticipated and reformatting of the manual contents to comply with ISO 9001 standard. Completion of the revised manual is planned for 30 April 2009
Development and promulgation to 15 field missions of a field movement and control manual and field container management system	No	A working draft was prepared and disseminated to missions for comments. It is envisaged that a final draft of the manual will be completed by 30 September 2009 and presented to the expanded senior management team
Provision of guidance, including the development of policy, appropriate templates for collation of accident statistics, development of safety training programmes and their conduct in field missions, sharing of best practices in road safety and monitoring of implementation of road safety in 32 field missions	Yes	Development and dissemination of guidance, including a new template for collation of accident statistics, was completed, along with the development of safety training programmes and their conduct in field missions. Road safety awareness week was observed in all missions Safety focal points were established with transport officers in 22 missions. Best practices in road safety and monitoring of implementation of road safety in 32 field missions was promulgated on an as-requested basis Guidelines are in the drafting process and will be included in the next revision of the surface transport manual
5 aviation quality assurance and technical compliance review missions	5	Reviews were conducted in UNAMID, UNMIS, MONUC, UNLB and MINUSTAH to determine whether aviation assets met the operational requirements of the missions and whether the performance standards of the air carriers were in compliance with the provisions of the contracts with and standards of the International Civil Aviation Organization, the International Air Transport Association and the Department of Field Support

23 aviation vendor assessment and quality assurance inspections	5	Vendor assessments and inspections were performed at Vostok Aviation Company (Russian Federation), Abakan Avia (Russian Federation), Burundaiavia (Kazakhstan), Jordan Aviation (Jordan) and Orient Thai Airlines (Thailand). Not all assessments and inspections planned were completed owing to the lack of staff resources and higher priorities, such as support to UNAMID and MINURCAT
Conduct of 20 aviation safety assessments visits to 13 missions and provision of aviation safety advice, including accident prevention, risk analysis, accident investigation, international and United Nations rules, regulations and procedures and policymaking to 17 peacekeeping missions	7	Aviation safety assessments were conducted at UNMIL, UNOCI, UNMIT, MINUSTAH, UNMIS, UNMIN and UNAMID Not all assessments planned were completed owing in part to limited resources; a visit to UNAMID in September 2007 to inspect the aviation assets assigned to AMIS in order to provide recommendations on their potential use by UNAMID staff, a visit to UNMIL in November 2007 and a visit to MONUC in December 2007 to participate as United Nations accredited representation in the investigation of an accident with a United Nations chartered MI-8 helicopter were not carried out Field missions were provided aviation safety advice throughout the reporting period
Development, integration into aviation procedures and implementation in 15 field missions of operational risk management processes	Yes	In 15 field missions
Workshop on avian influenza pandemic preparedness for mission chief medical officers/focal points and on-site training exercise for selected missions in collaboration with the Medical Support Section and Integrated Training Service	Yes	The influenza pandemic preparedness team participated in the medical support workshop held at UNLB from 2 to 31 August 2007. The team prepared and distributed training exercise materials to all missions and visited MINUSTAH from 10 to 13 July 2007 to assess the Mission's pandemic plan
Preparation and distribution to all field missions of updated guidelines on improving avian influenza and pandemic contingency plans	Yes	The influenza pandemic preparedness team reviewed missions' draft plans and provided supplementary materials, including guidelines and a model pandemic plan and annexes, to assist planning efforts in missions. The United Nations Medical Director's influenza pandemic guidelines of May 2008 were also promulgated to all missions
Establishment of an online Geographical Information System satellite imagery viewer over the areas of major peacekeeping missions (MONUC, UNMIS and UNIFIL)	Yes	A geo-visualization system (an interactive online geographical information system satellite imagery viewer) has been established and is operational in MONUC and at UNLB. At the close of the reporting period, geo-visualization systems were also being installed and tested at UNIFIL, UNMIS, UNAMID and MINURCAT. The system in UNIFIL was in operation as at July 2008, and the others will be operational in the near future. A

	technical workshop on the geo-visualization system was held at the Geospatial Information Centre in May 2008 at UNLB for 22 staff members on installation and administration of the system, data processing and posting, and operations
	The system at UNLB is performing as the master server for the Department of Peacekeeping Operations and the Department of Field Support from which geo-operational information between the missions and United Nations Headquarters is replicated

Information and Communications Technology Division

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Plans for operational information and communications technology support to 16 peacekeeping operations, 15 special political missions and UNLB	Yes	Continued operational information and communications technology support (voice, video high-speed data systems, network services and applications) provided to all established peacekeeping operations, special political missions and UNLB. Operational information and communications technology support was also provided during the establishment of UNAMID and MINURCAT

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of information technology and communications support to all peacekeeping operations and UNLB	Yes	Information and communications technology support provided to all peacekeeping operations, special political missions and UNLB. An information and communications technology advance response team capacity was established and is operational at UNLB. It provides supplementary field support expertise to current, start-up and expanding missions
Provision of audio and videoconferencing services to field operations and other United Nations entities, including global technical and operational support	Yes	2,444 videoconferences
Provision of guidance and associated documentation on ICT security policies to ensure the security and technical integrity of ICT systems in all field missions	Yes	A framework for the Department of Peacekeeping Operations/Department of Field Support information and communications technology security standards and procedures has been developed in accordance with the

		policy directive of the Department of Peacekeeping Operations/Department of Field Support on development of guidance materials. Owing to the complexity of the information and the communication technology security domain, and in accordance with ISO standards and industry best practices, a number of specific policy directives are required. Of the 10 envisaged areas, the 2 most critical policies — information and communication technology access control and the Department of Peacekeeping Operations information and communication technology security, business continuity and emergency preparedness — have been completed. An advance draft was sent to all field missions as interim guidance. The overarching framework document is expected to be approved by the senior management team of the Department of Peacekeeping Operations and the Department of Field Support in early 2009, and the specific policy directives will be approved at the departmental level. Additional documents in support of the implementation are expected to be completed during 2009. Drafting of the remaining policy directives is in progress and is expected to be completed during the 2008/09 period
Develop and commence implementation of ICT systems at secondary active telecommunications facility	No	On 24 December 2008, the General Assembly approved the establishment of the telecommunications facility in Valencia, Spain, and agreements between the United Nations and the Government of Spain are currently being finalized. It is expected that this facility will be operational within 18 months
Conduct revision of global disaster recovery and business continuity guidance implementation in all field missions	Yes	Standardized disaster recovery and business continuity plan templates were sent to all missions on 19 June 2008. Mission disaster recovery and business continuity visits were made to UNAMI, UNAMA, UNMIL, UNIOSIL, MONUC and UNMIN
Conduct a simulated mission relocation and data recovery exercise in UNLB	Yes	Mission reconstitution exercises were conducted at UNLB for UNLB, UNAMI and UNMIL
Map and commence review of business processes, structures and systems of the Department of Peacekeeping Operations	Yes	A needs assessment for the business process improvement initiative was undertaken and completed in April 2008. The business process improvement project is expected to be undertaken in three phases over a period of two years. The first phase of the initiative, which includes 10 business process improvement projects in areas such as human resources management, procurement, planning and business continuity, is due to be completed in February 2009

Provide direction and oversight for all field missions related to the planning, sourcing and implementing enterprise resource planning systems	No	The enterprise resource planning project was approved by the General Assembly in December 2008. Therefore, only preparatory project activities have been undertaken, such as the initiation of the software selection process The Department of Field Support and field mission representatives contributed to the definition of user requirement with a view to ensuring that the resource requirements of peacekeeping operations were included in the statement of requirements for the enterprise resource planning software. Field mission staff were equally involved in the evaluation of the proposals submitted by the short-listed vendors to verify that the field requirements could be met through the enterprise resource planning software solutions offered

C. Department of Management

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of technical and substantive secretariat support to 75 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 25 draft resolutions and 20 reports of the Committee for adoption by the General Assembly	117	Formal and informal meetings of the Fifth Committee held and advice on procedures given In addition, a number of formal/informal consultations were supported
	30	Draft resolutions
	28	Reports of the Fifth Committee adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	Programme of work updated on an ongoing basis
	23	Procedural notes
	3	Reports status of preparedness of documentation issued for the Fifth Committee
Maintenance and update of the website of the Fifth Committee relating to peacekeeping matters	Yes	Website updated on an ongoing basis

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of legal advice and representation to 250 staff members by the Panel of Counsel	371	In addition to ongoing cases from previous periods, staff members were provided with legal advice and representation, of which 108 were from peacekeeping operations
84 submissions of statement of appeal to the Joint Appeals Board by the Panel of Counsel	132	Cases before the Joint Appeals Board (3 or more written submissions per case)
34 submissions to the Joint Disciplinary Committee by the Panel of Counsel	102	Disciplinary cases (2 or more written submissions per case; in some cases, the presentations were oral)
18 submissions to the United Nations Administrative Tribunal by the Panel of Counsel	29	Cases before the Administrative Tribunal (2 or more written submissions per case)
20 submissions to other recourse bodies by the Panel of Counsel	14	Cases regarding other procedures (rebuttal panels, Advisory Board on Compensation Claims, Medical Board)
Drafting of 40 Joint Appeals Board reports on appeals filed by current or former staff members at Headquarters and in peacekeeping missions	67	Reports of the Joint Appeals Board
Drafting of 24 Joint Appeals Board reports on requests for suspension of action	26	Reports of the Joint Appeals Board on requests for suspension of action
Drafting of 15 Joint Disciplinary Committee reports on the referral by the Office of Human Resources Management of disciplinary matters or on requests for review of summary dismissals	12	Joint Disciplinary Committee reports
Decisions on behalf of the Secretary-General on recommendations made by Joint Appeals Boards, Joint Disciplinary Committees and other disciplinary matters in respect of mission staff	49	Decisions rendered in respect of peacekeeping staff on behalf of the Secretary-General on recommendations made by the Joint Appeals Board (29 decisions), Joint Disciplinary Committee (5 decisions) and other disciplinary matters (15)
Monitoring of the implementation of the Secretary-General's decisions on appeals and disciplinary cases	34	Secretary-General's decisions on appeals and disciplinary cases in respect of peacekeeping staff monitored
Monitoring the implementation of United Nations Administrative Tribunal judgements in respect of mission staff	4	United Nations Administrative Tribunal judgements in respect of staff of the Department of Peacekeeping Operations/peacekeeping missions, monitored between 1 July 2007 and 30 June 2008

Update of the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal	61	New judgements entered into the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal between 1 July 2007 and 30 June 2008
2 formal meetings of the Headquarters Committee on Contracts per week	2.5	Meetings on average per week (the total number of meetings in 2007/08 was 123, i.e., average 2.5 meetings per week)
Review of 900 procurement cases (amounting to over $3 billion) for recommendations for award to the Controller	No	721 case submissions, which accounted in total for about $4 billion. The number of cases was lower than expected because of a revised list of core requirements, which allowed the peacekeeping missions to process more cases without referring them to the Headquarters Committee on Contracts
Conduct 2 training workshops for counterparts in the Local Committees on Contracts and Local Property Survey Boards	23	Training sessions conducted for Local Committees on Contracts
Maintain functional referral database of recommendations made by the Headquarters Committee on Contracts	Yes	Headquarters Committee on Contracts secretariat continued to maintain the database of the Committee's recommendations
Enhancement and rolling-out of the e-Headquarters Committee on Contracts system to 2 peacekeeping missions	Yes	E-Headquarters Committee on Contracts has been rolled out to 14 peacekeeping missions
Review 400 pending Headquarters Property Survey Board cases	No	The Headquarters Property Survey Board reviewed a total of 316 cases
Peacekeeping-related management consulting assignments implemented as requested by peacekeeping missions, UNLB and peacekeeping-related entities at Headquarters	Yes	In response to requests from the Department of Peacekeeping Operations, a change management strategy for the implementation of integrated operational teams has been developed. At the request of the Department of Peacekeeping Operations and the Department of Field Support, as well as in direct response to recommendations from legislative and oversight bodies, support was provided to the Department of Peacekeeping Operations and the Department of Field Support to develop and launch a comprehensive business process improvement project focusing on processes related to establishing, sustaining and supporting peacekeeping operations. A needs assessment was conducted to identify and prioritize business processes in critical need of improvement, and project opportunities were identified. At the request of the Department of Peacekeeping Operations, provided consultation to the promulgation of the organizational structures of the Department of Peacekeeping Operations and the Department of Field Support

2. Office of Programme Planning, Budget and Accounts

Accounts Division

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Financial statements are available to the Board of Auditors within three months of the end of the financial period	Yes	Financial statements were provided to the Board of Auditors on 1 October 2008
Submission of reports on the status of contributions by the end of the following month	Yes	All reports on the status of contributions were submitted by the end of the following month, except for instances of delays of 1 to 2 months in connection with the July 2007 and December 2007 reconciliations
3 consolidated and 41 individual mission financial statements with 18 schedules and notes to the financial statements	3	Consolidated financial statements
	45	Individual financial statements
	22	Schedules
	447,000	Accounting transactions processed
Reports and advice to the Secretary-General, the General Assembly and Member States on peacekeeping contributions	Yes	Semi-annual reports on the financial situation of the Organization, inclusive of peacekeeping operations and summary information, and advice provided as requested
22 assessment documents for peacekeeping operations	18	Assessment documents detailing assessments and credits for active missions and credits for closed missions
12 detailed monthly reports on the status of contributions	12	Monthly status reports covering 41 peacekeeping related funds
12 monthly informal summary of outstanding assessed contributions	12	Monthly summaries
24 bimonthly informal summaries of the status of contributions of the 15 major contributors and other Member States	12	Monthly summaries issued instead of bimonthly
Calculation of 80 assessments and credits (inclusive of assessments for new Member States)	75	Assessments and credit calculations performed
Comprehensive reminder to Member States regarding unpaid assessments	Yes	Reminder letters detailing outstanding amounts sent to 23 Member States falling under Article 19 of the United Nations Charter

2,500 receipts for contribution from Member States for peacekeeping operations	2,500	Receipts (approximate) issued relating to contributions for peacekeeping operations
10 communications to Member States concerning assessments/credits	9	Communications issued concerning assessments/credits
Notifications of Member States liable to fall under Article 19 of the Charter of the United Nations in 2008 before the end of 2007	Yes	Notifications issued

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processing of 90 per cent of the Headquarters payments to international staff in peacekeeping missions within 30 working days of the receipt of supporting documentation	Yes	Payroll: 100 per cent of payroll payments processed on time. The number of active peacekeeping staff on United Nations Headquarters payroll increased by 11 per cent during the reporting period Staff separations: 70 per cent processed within 30 working days Education grant: 93 per cent processed within 30 working days. The volume increased by 17 per cent over the prior year owing to the increased number of peacekeeping staff
Processing of 90 per cent of payments of invoices to vendors and travel claims of staff within 30 working days of the receipt of supporting documentation	Yes	Vendor payments: 77 per cent of vendor payments processed within 30 working days of receipt of invoice from the vendor. Lower output was generally owing to the time taken by requisitioning departments to certify invoices for payment Travel claims: 95 per cent of travel claims processed within 30 working days of receipt of completed claims
90 per cent of communications to Member States for contributions are issued within 30 days after adoption of resolutions and receipt of related instructions from the Peacekeeping Financing Division	Yes	Notifications to Member States were issued within 30 days after adoption of resolutions and receipt of related instructions from the Peacekeeping Financing Division
Provision of policy guidance and advice to peacekeeping missions on financial regulations and rules; accounting polices, procedures and practices; and insurance matters	Yes	Policy guidance and advice on financial matters provided on a continuous basis, as well as thorough review of monthly accounts and exchange of correspondence. In addition, the chief finance officers workshop was held from 9 to 12 December 2007, at which a large number of relevant subjects were discussed

		21 insurance contracts reviewed and guidance and advice provided with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts; peacekeeping-specific exposures in insurance policies secured at United Nations Headquarters
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	Yes	Guidance on finance procedures provided to MINURCAT and UNAMID Senior staff of the Peacekeeping Accounts Section, Accounts Division, visited MONUC and UNOCI and provided policy guidance and followed up on audit findings
Analysis and recommendations on new accounting policies for the adoption of the International Public Sector Accounting Standards, including asset capitalization, depreciation and inventory valuation policies	Yes	International Public Sector Accounting Standards-compliant guidance documented on the following topics: Transitional provisions, property plant and equipment classification, accounting for after-service health insurance, foreign exchange transactions, related party disclosures, accounting for software and enterprise resource planning systems, accounting for libraries, accounting for the United Nations Joint Staff Pension Fund, accounting for goods and services in kind
Accurate accounting for strategic deployment stock transactions and further development of related accounting guidelines	Yes	Shipment of strategic deployment stocks valued at $77.2 million and replenishment of strategic deployment stocks valued at $55.4 million accurately accounted for
Approval of 19,000 payments to Member States, staff and vendors	18,300	Payments approved
Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	13	Insurance policies as follows: 10 insurance policies negotiated covering ongoing peacekeeping operations, including the Malicious Acts Insurance Policy; 1 policy covered the property of the Department of Peacekeeping Operations at United Nations Headquarters; 2 new policies were put into place during the reporting period to cover liability for the military vessels in UNIFIL provided under letter-of-assist arrangements and strategic deployment stocks in UNLB The exposure base increased by 10 per cent owing to the increase in peacekeeping activities
Provision of health and life insurance to 14,000 international peacekeeping staff and dependants	14,495	The higher number of insured staff members and dependents reflects an increase over the prior period resulting from the increase in peacekeeping activities.

		All eligible staff and dependents were covered in accordance with field insurance applications
Settling of all peacekeeping insurance claims and the claims reviewed by the Advisory Board on Compensation Claims	Yes	All claims were reviewed and were in various stages of settlement as at 30 June 2008 140 new claims reviewed by the Advisory Board on Compensation Claims; 4 new cases reviewed by the United Nations Claims Board; 38 commercial insurance claims submitted to United Nations Headquarters were processed and/or settled under the master aviation liability, malicious acts and worldwide vehicle liability policies
Industry standard controls supported, implemented and maintained in investments, payments and back-office operations	Yes	Investment accounting operations were separated from the investments and payments functions to meet the industry standard
Issuance of 250 daily, 12 monthly and two semi-annual investment and cash management reports for peacekeeping missions	Yes	251 daily, 12 monthly and two semi-annual investment and cash management reports were published
Implementation of operations and payment business continuity following the completion of the disaster recovery plan for SWIFT and OPICS	No	In view of the envisaged upgrading of OPICS, the implementation of recovery plan for OPICS has been deferred. As at 30 June 2008, OPICS was being upgraded to the ".NET" version

Peacekeeping Financing Division

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
26 reports on budget performance and budget estimates for 13 active missions	28	Reports on budget performance and budgets for 15 active missions, including 2 additional budget reports for newly established missions (UNAMID and MINURCAT)
1 report on the updated financial position of 20 closed missions	1	Report on the updated financial position of 20 closed missions
1 budget performance report and 1 report on final disposition of assets (ONUB)	1	Performance report on the budget of ONUB The report on the final disposition of the assets of ONUB was submitted to the General Assembly at its sixty-third session
2 final budget performance reports for closed missions (UNMISET and UNAMSIL)	1	Final budget performance report for UNMISET; the final performance report of UNAMSIL was submitted to the General Assembly at its sixty-third session

8 reports and notes on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, including the overview report, support account and UNLB	9	Reports and notes. One additional note on approved resources for peacekeeping operations for 2007/08 was issued following further financing actions taken by the General Assembly at the main part of its sixty-second session

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Presentation and defence of the Secretary-General's financing reports to legislative bodies and coordination of written submissions to questions raised	40	Reports to legislative bodies
	879	Pages of written responses to questions raised
Processing of monthly troop strength reports on the status of troops in 13 active peacekeeping missions	Yes	In respect of 14 active peacekeeping missions, including UNAMID
Quarterly processing of troop payment letters to troop- and police-contributing countries	538	Payment letters
Funding authorizations for missions and peacekeeping trust funds on an ongoing basis	383	Funding authorizations
Mission staffing table authorizations	20	Staffing table authorizations
Financial reports to donors for peacekeeping trust funds	3	Financial reports
User specifications and reviewed business processes in preparation for implementation of the enterprise resource planning software project	Yes	Participation in enterprise resource planning user-specification workshops
Implementation of enterprise budget application in peacekeeping missions and at UNLB and Headquarters	No	Owing to the assessment of the feasibility of the inclusion in enterprise budget application of the Excel upload/download functionality, the project implementation has been deferred to the 2008/09 period
Functional guidance and information technology support, including help desk, technical maintenance and functional guidance to Headquarters staff and peacekeeping missions on enterprise budget application	No	See above

Policy guidance to missions on the formulation of budget proposals and performance reports including on financial rules and regulations, policies and procedures, results-based budgeting, and recommendations of legislative bodies	Yes	Instructions for the preparation of the 2006/07 performance reports and the 2008/09 budgets were sent to 15 active missions. Policy guidance provided on an ongoing basis
Organization and conduct of 14 video teleconferences on budget and performance issues with 13 peacekeeping missions and UNLB on pending budget assumptions and justification issues during the performance and budget report finalization phase	No	As all budget and performance issues were resolved through written correspondence, there was no requirement for video teleconferences with peacekeeping missions and UNLB
Review and coordinate responses to follow-up questions from legislative bodies on 13 active peacekeeping missions, UNLB, support account and cross-cutting issues	879	Pages of written responses to follow-up questions
Policy guidance to peacekeeping staff in Headquarters and the field on the application of International Public Sector Accounting Standards	No	Implementation of International Public Sector Accounting Standards is a multi-year project and was in progress during the reporting period
Training of 200 personnel in 7 peacekeeping missions on the Funds Monitoring Tool	137	Personnel trained in 7 peacekeeping missions. The lower number of trainees was due mainly to lower than estimated attendance
Upgrade of existing database on troops/formed police/contingent-owned equipment liabilities in connection with reimbursements to contributing Governments	No	Implementation of the new database project deferred to 2008/09 period to assess its compatibility with the enterprise resource planning project

Treasury

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Investment of the United States dollar and euro-denominated funds in accordance with approved United Nations guidelines	Yes	Investments made in accordance with approved United Nations guidelines
Competitive bidding processes on investments conducted on a daily basis to reduce investment transaction costs from broker to broker		Competitive bidding on investments conducted daily

Daily cash positions and cash requirements computed to fulfil multicurrency funding requirements	Yes	Cash position statements and cash requirement statements prepared daily
3,000 electronic fund transfers for $3 billion, 300 foreign exchange purchases (mostly for contingent-owned equipment, troop payments and remittance to peacekeeping missions) and 5,000 investment settlements for peacekeeping missions	3,638	Electronic funds transfers for $4.38 billion
	4,782	Investment settlements
	540	Foreign exchange purchases
Automation of daily cash positions and cash requirements to fulfil multicurrency funding requirements by using OPICS and interfacing it with IMIS	No	Automation of cash positions has not been completed due to lack of dedicated IT staff and financial resources for IT development
Execution of 50,000 payroll payments authorized by Payroll Section of the Accounts Division for $250 million to an average of 4,167 staff members funded under the peacekeeping missions	74,400	Payroll payments
	$355 million	Payroll payments, total amount
	6,000	Average peacekeeping staff
Implementation of ICOS (IMIS-CMSCTS-OPICS-SWIFT) to standardize IT payment systems for the United Nations globally and thus reduce costs and improve controls from the risk-management viewpoint	Yes	ICOS project (IMIS-CMSCTS-OPICS-SWIFT) implemented in June 2008 interfacing IMIS, OPICS and SWIFT
Implementation of interface between the JP Morgan Chase Insight and the Sun systems at peacekeeping missions	No	Owing to the extensive scope of the project, its implementation was deferred to the 2008/09 period and will be implemented by the Financial Information Operations Service
Expand the usage of SWIFT File-Act secure and cost-effective payment mechanism to the execution of all bulk payments	Yes	SWIFT File-Act was implemented in February 2008. Transmission of payroll and daily electronic transfer files through SWIFT implemented
On-site advice provided to 5 peacekeeping missions on cash management and banking policies and procedures (UNIFIL, MINUSTAH, MONUC, UNMIL and UNOCI)	Yes	On-site advice was provided to UNIFIL, UNAMID, MINURCAT and UNMIS Actual output attributable to reprioritization of activities in connection with the establishment of UNAMID and MINURCAT

Financial Information Operations Service

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Adjustment of the EUREKA red flag system to enable incorporation of peacekeeping data	No	Owing to the extensive scope of the project
Integration of Department of Peacekeeping Operations procurement data into the EUREKA red flag system	No	Owing to the extensive scope of the project
Continuous verification of vendor personnel data for peacekeeping suppliers against the list compiled by the Committee established pursuant to Security Council resolution 1267 (1999)	Yes	Implemented
Documentation of EUREKA and NOVA financial systems in accordance with recommendations 4 and 11 of the management letter of the Board of Auditors review of information and communications technologies of the United Nations	Yes	Implemented
Development of interface between the Sun System used by peacekeeping missions and the JP Morgan Chase Insight payment system	Yes	Implemented in collaborative effort with the Field Budget and Finance Division of the Department of Field Support

3. Office of Human Resources Management

Medical Services Division

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Formulation and update of health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards and to ensure readiness to respond to such events	Yes	Guidelines on medical preparedness in the event of an influenza pandemic were updated for peacekeeping missions
Functional oversight over 14 chief medical officers and provision of medical technical oversight to the entire mission medical support system to maintain consistency and an acceptable level of delivery of health services	Yes	Ongoing medical technical oversight and support were provided to 17 chief medical officers and to all peacekeeping missions
Establishment, evaluation and monitoring and ongoing technical support to 33 United Nations civilian medical units	Yes	Ongoing medical administrative and technical support were provided to a total of 75 (42 new and 33 existing) civilian medical facilities
Review for technical clearance of 300 curricula vitae of candidates for medical positions (graded at the P-5, P-4 and P-3 level and United Nations Volunteers) in peacekeeping missions	Yes	281 curricula vitae of medical officers, nurses and pharmacists were reviewed, in addition to the curricula vitae of 120 United Nations Volunteers
Participation in two regional meetings of chief medical officers	5	Regional meetings as follows: civilian and military chief medical officers meeting organized by the Department of Field Support for peacekeeping missions at UNLB in August 2007; Critical Incident Stress Management Unit annual meeting with counsellors of the Department of Peacekeeping Operations and the Department of Safety and Security in Paris in June 2008; United Nations staff stress counsellors' annual meeting in Chamonix, France; train-the-trainers for mission readiness in Geneva in October 2007; United Nations Medical Emergency Response Team training in Sweden in June 2008

Four on-site assessments of mission medical facilities (UNMIT, MINUSTAH, UNOMIG and UNMIS)	4	On-site assessment visits to MINUSTAH, UNMIS, MINURCAT and UNAMID Assessment visits to MINURCAT and UNAMID were necessary owing to the urgency of securing medical support to those newly established missions
Evaluation of a regional medical evacuation centre linked to peacekeeping missions (Johannesburg)	Yes	Evaluation visit to Johannesburg, South Africa, was carried out in November 2007 In addition, an evaluation visit was conducted to Cameroon to urgently explore the establishment of an adequate medical referral centre (level-III hospital) for MINURCAT (Cameroon was also considered as an alternative evacuation centre for UNAMID, which is covered by medical facilities in Khartoum and Cairo) An evaluation visit to Santo Domingo was performed within the framework of an on-site assessment visit to MINUSTAH
Medical examination of 740 candidates for mission deployment or travel	237	Medical examinations. The higher number of medical examinations was planned owing to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
2,500 pre-mission briefings and consultations on health-related issues	1,500	Pre-mission briefings and consultations; the higher number of pre-mission briefings and consultations was planned owing to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
1,500 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)	306	Pre- and post-mission psychological consultations; the higher number of consultations was owing to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
Immunizations for 2,100 staff of the Department of Peacekeeping Operations and missions	959	Immunizations The higher number of immunizations was planned owing to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
Issuance of 2,500 medical kits for mission travel and deployment	864	Medical kits issued; the higher number of medical kits was planned due to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
Medical treatment of and consultations with 5,000 Department of Peacekeeping Operations staff and visiting mission	4,217	Consultations by physicians, including radiologists and ophthalmologists; the lower number of consultations is owing in part to reduced need for radiological

staff		consultations performed by the Medical Services Division, as the Division agreed to accept reports from an outside examining radiologist
Review and analysis of 12,700 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel	6,583	The higher number of incoming medical examinations was planned due to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT In addition, authority to perform medical examinations and to grant medical clearance was delegated to the Senior Medical Officers of UNMIS and UNAMID, thereby reducing the need for incoming medical examinations at Headquarters
Certification of sick leave for 7,400 staff of missions and the Department of Peacekeeping Operations	3,548	Certifications of sick leave; the higher volume of certified sick leave was planned owing to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT In addition, with effect from 1 January 2008, the total number of sick leave days certified by executive or local personnel offices increased from 10 to 20 days (ST/AI/2005/3/Amend.1)
Provision of advice to the United Nations Joint Staff Pension Fund on 64 disability pension cases for staff of missions and the Department of Peacekeeping Operations	72	Disability pension case actions related to peacekeeping staff cases presented to the United Nations Joint Staff Pension Fund committee
Provision of advice to the Department of Peacekeeping Operations and missions on 1,000 medical evacuations/repatriations of civilian staff, military observers, civilian police and troops	611	Medical evacuations/repatriations; the higher number of medical evacuations/repatriations was planned owing to the anticipated increase in the number of civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
Advice on medical compensation for 500 civilian staff, military observers, civilian police and troops	305	Cases of advice on medical compensation; the higher number of medical compensations was planned owing to the anticipated increase in civilian staff, military observers and United Nations police officers in UNIFIL and UNMIT
Incorporation of medical examination information on mission staff into EarthMed software (United Nations electronic patient record software)	Yes	Medical examination information on mission staff was incorporated into the EarthMed system and made available in statistical reports
IT support on EarthMed to peacekeeping mission personnel	Yes	Electronic medical clearances for all staff deployed to peacekeeping missions available through IMIS and EarthMed

		The feasibility analysis of access by chief medical officers to medical records of staff deployed to peacekeeping missions has been completed. The pilot project is being designed for implementation during the third quarter of 2009

Operational Services Division

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Issuance of 90 vacancy announcements for support account posts at Headquarters	131	Vacancy announcements issued
Pre-screening of 16,000 qualified candidates for filling vacancies in the Department of Peacekeeping Operations at Headquarters, including posts for military officers and civilian police	15,000	Applicants screened, including military officers and United Nations police
33 recruitments and 25 extensions of civilian, military and police personnel for support account posts at Headquarters	414	Recruitments and reappointments
	60	Extensions of contracts; increased output is attributable to the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support. As both departments have delegation of authority to extend staff members under Staff Regulations and Rules, the 60 extensions were for military and police personnel seconded by Member States
Certification of chief administrative officers and chief civilian personnel officers for missions	136	Certification cases The number of cases increased owing to expansion of peacekeeping activities and high turnover of staff (51 in 2005/2006 and 74 in 2006/2007) Certification is required for all personnel performing significant functions in human resources management
Review and approval of 250 requests for movement of mission staff to higher-level posts on the basis of the interim guidelines of February 2004	108	Cases reviewed and approved Movement of mission staff to higher-level posts was delegated to the Field Personnel Division of the Department of Field Support with effect from 1 September 2007. Accordingly, the actual output represents the cases received by the Office of Human Resources Management during July and August 2008, as well as cases carried over from the previous period

Provision of guidance to peacekeeping missions on delegated human resources management authority through the Personnel Management and Support Services, including on-site visits to 5 missions, and development of information technology support tool for monitoring	Yes	Provided advice and guidance on various mission-related human resources issues to the Field Personnel Division of the Department of Field Support, peacekeeping missions and individual staff members
	104	Cases on issues not delegated to the Field Personnel Division of the Department of Field Support
		Human resources actions not delegated to the Field Personnel Division/Department of Field Support include: agreed termination, termination due to health (disability), superannuation beyond 3 years, special leave with/without pay and exceptions to rules and regulations
		Two monitoring on-site missions were undertaken (UNMIK and UNMIT); and three monitoring reports were issued for UNMIK, UNMIT and UNIFIL
Implementation of human resources action plans in 10 peacekeeping missions	5	Implemented on a pilot basis in MINUSTAH, UNMIL, UNMIT, UNAMA and UNMIS
Provision of guidance and support, in terms of the interpretation of staff rules and regulations, human resources policies, entitlements and benefits, recruitment and promotion, to the Department of Peacekeeping Operations on human resources management at Headquarters and the provision of administrative support to staff of the Department of Peacekeeping Operations at Headquarters	18,985	Cases of advice provided to the Department of Peacekeeping Operations/Department of Field Support Executive Office, managers, and individual staff members regarding human resources issues related to Headquarters staff in support account posts (education grant, rental subsidy, dependency allowance, separation, conversion of appointments, superannuation, agreed termination, termination due to health, outside activities, etc.)
	1,622	Candidates selected for posts in the Department of Peacekeeping Operations and the Department of Field Support
Configuration and design of an e-staffing system for processing of recruitment for vacancies at Headquarters, including recruitment by the Department of Peacekeeping Operations of military officers and civilian police	No	Procurement of a new e-staffing talent management support system has been finalized, and a vendor has been identified. In coordination with the vendor, various elements within the new e-staffing talent management support system have been developed and configured. The system will provide support for the entire Secretariat, including the Department of Peacekeeping Operations and the Department of Field Support. The first phase of the system will be rolled out in July 2009
Configuration and design of a learning management system for the global management of, and access to, learning resources	No	Functional and technical requirements have been identified and the procurement process initiated for the acquisition of software and services. Development of the system is planned in 2009 with full implementation in late 2009 and early 2010

Configuration and design of a document management system to streamline processes for human resources document management and to meet the digitization and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of the Department of Peacekeeping Operations at Headquarters	No	The scope of the document management system has been mapped out. A project on digitization of official status files, legal files and medical records was under review. The Office of Human Resources Management is working with the Information Technology Services Division on overall digitization strategy
Configuration and design of a new reporting and data repository to provide human resources practitioners and programme managers throughout the Secretariat, including the Department of Peacekeeping Operations and the peacekeeping missions, with easy-to-use web-based tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner	No	The architecture for data repository and software acquisition has been completed. The roll-out is planned for September 2009

Division for Organizational Development

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Management of requests for administrative review, appeals and disciplinary cases in respect of civilian mission personnel (70 formal cases)	226	Cases handled, including: 34 requests for administrative review received, including preparation of review letters in certain cases, of which 29 were received during the reporting period 14 appeals cases handled, of which 12 were received during the reporting period 167 disciplinary cases handled, of which 163 were received during the reporting period 11 representations of respondent in suspension of action hearings The higher output is attributable to the increase in disciplinary cases in the field (misuse of United Nations assets, procurement irregularities, theft of United Nations property, gross negligence)

Provision of legal advice, recommendations and responses to cases of sexual exploitation and abuse as disciplinary cases at all steps of the process	7	Cases of sexual exploitation and abuse handled, of which 6 were received during the reporting period
Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies that are consistent with general policies, regulations and rules applicable Secretariat-wide	Yes	Reflected in the reports of the Secretary-General to the General Assembly on special measures for protection from sexual exploitation and sexual abuse, which presented data on allegations of sexual exploitation and abuse in the United Nations system and also described progress made in the creation and implementation of measures to prevent sexual exploitation and abuse as well as measures for processing allegations
Advice and sharing of lessons learned on administration of justice matters for all peacekeeping missions	Yes	Through consultations with the Department of Peacekeeping Operations/Department of Field Support and peacekeeping missions on appeals, disciplinary and other human resources issues. Advice provided on the implementation of the policy on prevention of sexual exploitation and abuse
Provision of policy guidance and support to the Department of Peacekeeping Operations on human resources management in peacekeeping missions, including compliance with applicable rules and regulations	Yes	Through assistance to the Department of Peacekeeping Operations on policy matters provided in writing (memorandums, e-mails) and orally (through meetings and follow-up contacts with staff). Guidance and support provided with regard to: continued implementation of the provisions of General Assembly resolution 59/296 related to the phased return of General Service staff members from the field; and advice on organizational structure and delegation of authority, particularly in connection with the creation of the Department of Field Support. Update of generic job profiles and guidance on their use; policy clarifications/advice concerning current conditions of service; provisional review of policies as part of conditions of the continued efforts to further harmonize conditions of service for field staff; and policy support with regard to clarification of issues regarding the conditions of service of local personnel serving in missions, including consultants and individual contractors
Updated and adjusted policies and entitlements for all civilian personnel in all peacekeeping missions	Yes	Preparation of guidelines on designation of staff members performing significant functions in the management of financial, human and physical resources Revisions to interim guidelines on movement of mission staff to higher level posts

Review of mission subsistence allowance rates in 5 peacekeeping missions (UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH)	7	On-site review of mission subsistence allowance rates in 7 locations for 5 peacekeeping missions (UNOCI, UNMIK, UNMIS, UNMIT and MONUC (offices in Rwanda and Uganda))
Conduct of comprehensive salary surveys in 5 missions (UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH) and issuance of 20 salary scales for local staff in peacekeeping missions	5	MINURCAT, UNMEE, UNMIL, MINUSTAH, MONUC
	20	Salary scales issued for national staff in above peacekeeping missions
Conduct interim salary surveys for other peacekeeping missions and issuance of 60 salary scales for local staff in peacekeeping missions	44	Salary scales updated for other peacekeeping mission locations
Review and development of generic job profiles for use in peacekeeping missions	Yes	Through guidance on the classification of over 200 posts in UNIFIL, including on-the-job training and certification Review of generic job profiles for the Field Service category as per the request of the Department of Field Support. In addition to the 20 new generic job profiles developed during the 2006/07 period, an additional 20, covering all occupational groups utilized in the Field Service category, were developed and approved
One focal point trained to provide mission readiness training in five peacekeeping missions (MINUSTAH, UNMIK, UNFICYP, MINURSO and UNIFIL) and each office away from Headquarters	2	Visits to MINUSTAH and MINURSO to train focal points Planned travel to UNMIK, UNIFIL and UNFICYP was not undertaken owing to the following: mission downsizing (UNMIK); security situation (UNIFIL); unavailability of staff for travel (UNFICYP); and other missions
One train-the-trainers session for mission readiness at offices away from Headquarters (United Nations Office at Vienna, United Nations Office at Geneva, ESCAP, ECLAC, ECA, ESCWA and United Nations Office at Nairobi)	Yes	In December 2007 in Geneva (1 participant from each office except ECA, which was unable to release staff owing to heavy workload)
Six training sessions to assist managers in supporting staff leaving for and returning from peacekeeping missions	No	Owing to the turnover of personnel in the Staff Counsellor's office, it was not feasible to arrange for the six planned training sessions Individual consultations were provided to managers to discuss how they could best support their staff who were leaving for and returning from missions in the framework of the mission readiness programme

4. Office of Central Support Services

Facilities Management Service

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Screening and handling of incoming/outgoing mail, pouch and inter-office mail for the Department of Peacekeeping Operations	Yes	1,385,810 pieces of incoming and outgoing postal mail and packages were processed, representing 23.61 per cent of the Mail Operations Unit's workload in that area; 157,087 pounds of pouch mail were processed, representing 12.81 per cent of the Unit's workload in that area; 101,955 pieces of inter-office mail were collected and delivered, representing 4.25 per cent of the Unit's workload in that area
Inspection of incoming valises and increased screening of packages sent to overseas offices	Yes	1,026 incoming pouch valises were received and processed, representing 67.23 per cent of the Mail Operations Unit's workload in that area; 3,383 outgoing pouch packages were screened, representing 95 per cent of the Unit's workload in that area

Information Technology Services Division

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Implementation of an electronic laissez-passer management system	No	In progress. Requirements and functional specifications have been completed and are awaiting the business owner's sign-off. Laissez-passer must meet the standards of the International Civil Aviation Organization (ICAO) for the document to achieve highest international recognition. Experts from ICAO, Member States issuing authorities and other experts in the industry were consulted for best practices and to ensure cost avoidance. Phase 1 implementation, for United Nations Headquarters, the United Nations Office at Vienna and the United Nations Office at Geneva, is tentatively scheduled for the third quarter of 2009, subject to confirmation by the business owner. The schedule for implementation in other duty stations is still to be finalized
Support and maintenance of the Data Centre and computing framework of the Department of Peacekeeping Operations	Yes	All servers in the Department of Peacekeeping Operations and the Department of Field Support have been covered for level 1 support

Support and maintenance of 32 Galaxy servers	Yes	Same as above, as Galaxy servers are included in the Data Centre
Assistance in the implementation and maintenance of the budgeting application of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts	No	Roll-out of the system has been deferred to the 2008/09 period owing to the assessment of the feasibility of the inclusion in the application of an Excel upload/download functionality
Support 46 satellite links and 500 related dedicated voice and fax channels for 24 hours a day/7 days a week connectivity to 14 locations	No	With effect from 1 July 2007, support of the Earth station deployed at United Nations Headquarters was transferred to the Department of Field Support
Support for Intranet and IMIS connectivity to 14 mission offices in 14 different locations	Yes	All missions users have Intranet connectivity
Support for IMIS, Citrix and other applications for all peacekeeping missions (235 remote access accounts (Citrix) enabling access to IMIS from 15 different missions)	Yes	257 Citrix accounts enabling access to IMIS from 24 different missions. All missions users have Intranet connectivity through UNLB
Installation of a document storage system for the Department of Peacekeeping Operations enabling secure communication and the sharing of information over the Internet	Yes	104 Cyber Ark accounts have been provided to the Department of Peacekeeping Operations/Department of Field Support as a replacement of Crypto Fax to enable a secure storage document system and sharing of information over the Internet
Upgrade to a new generation of secure communications technology of hardware and software on the existing crypto fax and voice networks	Yes	Same as output above. Cyber Ark is the replacement for Crypto Fax
Provide secure user identifications for remote access to the Virtual Private Network (VPN) and for access to IMIS, Citrix, ODS and the Internet Protocol User Address System (IUAS) Administration	Yes	38 secure user identifications enabling remote access to virtual private network for the Department of Peacekeeping Operations/Department of Field Support. In addition, a site-to-site virtual private network links United Nations Headquarters with UNLB, which acts as a hub for the missions

Procurement Division

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Training of 400 mission and Headquarters staff in procurement and contracting in conjunction with the Department of Field Support	Yes	As at 30 June 2008, a total of 1,156 staff had been trained (93 per cent of procurement staff in missions, 100 per cent at Headquarters, 100 per cent in offices away from Headquarters and 97 per cent of members of local committees on contracts in the subjects of fundamentals of United Nations procurement, best value for money, guidelines for local committees on contracts/Headquarters Committee on Contracts presentations, and ethics and integrity in procurement
Management training for 90 per cent of incumbent chiefs of procurement offices and/or designated officials in conjunction with the Department of Field Support	Yes	Training of all chief procurement officers in missions, holders of delegation of procurement authority in offices away from Headquarters and United Nations information centres; fundamentals of United Nations procurement and guidelines for local committees on contracts/Headquarters Committee on Contracts presentations
Provision of policy advice and guidance on complex procurement issues to all peacekeeping clients	Yes	Through: revision of the Procurement Manual (June 2008); translation of the Procurement Manual into French; establishment of a Working Group on the Procurement Manual (members include staff of UNLB, UNMIL and UNIFIL); approval of the communications policy as a structured framework for all communications in the Procurement Division, which is designed to foster clear and efficient communications at the internal as well as the external levels
Registration of vendors from developing countries and countries with economies in transition	Yes	Registration of 59 vendors from developing countries, as compared with 38 in the prior period, and of 8 vendors from countries with economies in transition, as compared with 7 in the prior period, representing increases of 55 per cent and 14 per cent, respectively
Internal control mechanisms strengthened and implemented through the development and issuance of publications on a staff orientation guide, a staff code of conduct, procurement ethics training, an update of the Procurement Manual, contract filing system and an independent award protest system	Yes	Through: delivery of a new training programme on ethics and integrity in procurement for Headquarters and missions; completion of the staff orientation guide; completion of the Code of Conduct for Vendors translated into the six official languages of the United Nations; update of the Procurement Manual; completion of the guidelines on vendor debriefing (as at 30 June 2008, under review by the Office of Legal Affairs); draft of the bid protest mechanism which will be completed by April 2009; and establishment of a contract filing system

Travel and Transportation Section

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Negotiation or renegotiation of 30 airline agreements to benefit Department of Peacekeeping Operations travellers by reducing their travel cost	33	Airline agreements
Inspection of 6,500 travel authorizations	8,477	Travel authorizations Higher output is owing to the overall increased travel of peacekeeping personnel, including United Nations military observers and police officers, and the increased number of approvals of authorizations for locally issued tickets
Entitlement calculation of 5,500 lump-sum home-leave travel requests for mission staff	1,534	Entitlement calculations Lower output is owing to: decreased number of requests for lump-sum travel entitlements at Headquarters and the delegation of authority, with effect from 13 August 2007, to peacekeeping missions for the determination of lump-sum entitlements for home leave, family visit, education grant and repatriation travel and travel allowances
Issuance of 9,000 United Nations travel documents and visas	6,439	United Nations travel documents and visas Lower output is owing to: reduction in the number of laissez-passer and certificates issued; at the same time, there was an increase in the number of passport/visa transactions at Headquarters and related administrative support
Arrangement of 3,600 shipment-related issues (arrangements, invoicing and insurance)	8,000	Shipments of personal effects, including insurance registrations and claims Higher output is owing to: accelerated rotation cycle of personnel in MINUSTAH, MINURCAT, UNAMID, and an increase in utilization of the DHL courier services contract for shipment of 100 kgs of personal effects for United Nations military observers and police officers
Receipt and delivery of 9,500 materials, goods and parcels to the Department of Peacekeeping Operations offices at Headquarters	18,450	Items of materials, goods and parcels Higher output is owing to the increased number of purchase orders inspected for receipt and delivery of IT equipment at peacekeeping operations at Headquarters

Delivery of office supplies related to 550 requisitions to the Department of Peacekeeping Operations	513	Requisitions

Archives and Records Management Section

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Identification of archival records at UNOMIG and UNMIS for immediate or future transfer to Headquarters	Yes	1,600 linear feet of MINURSO records having potential archival value identified. MINURSO requested assistance during the reporting period in developing a classification system and retention policy in connection with the planned implementation of an information management system by the Department of Field Support. UNMIK has transferred 8 containers of records with long-term or archival value to Headquarters An assessment mission to UNOMIG was conducted in the previous period (April 2007). An assessment mission to UNMIS was not conducted as the mission recruited a Records Manager (P-4) in July 2006 who is working in close cooperation with the Archives and Records Management Section
200,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	No	Deferred to the 2008/09 period since during the reporting period, efforts were focused on prescreening peacekeeping operations records (isolating confidential and strictly confidential records that cannot be made available to the public). A total of 400 historical maps, both in UNTSO and at Headquarters, were inventoried and catalogued, and the data communicated to UNTSO for comparative (original versus copy) and reference purposes
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	556	Requests for peacekeeping records, which entailed the provision of a large volume of pages and review of sensitive materials. The majority of requests for records were related to the previous missions deployed in Haiti, the United Nations Mission in Bosnia and Herzegovina, UNMISET, UNAMSIL and the United Nations Verification Mission in Guatemala. In addition, access was requested by the International Criminal Court for the records of the United Nations Observer Mission in Liberia and UNAMSIL (approximately 1,500 pages were retrieved and copied)

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Implementation of records management programmes in compliance with United Nations recordkeeping requirements in UNOMIG and UNMIS	Yes	Records management programmes that are in compliance with United Nations standards were established in UNMIS and MINUSTAH, and regular advisory services were provided to both Missions. An on-site records assessment was conducted at MINURSO, and 32 international and national records focal points were trained in the Mission. The training focused on the use of records management tools, such as the retention schedule On-site assistance was provided to UNMIK
Design and development of a web and CD-ROM based bilingual (French, English) e-learning programme targeted to mission priorities to reinforce United Nations rules and best practice peacekeeping	No	Not completed because of staff turnover during the reporting period

D. Office of Internal Oversight Services

(a) Results-based budgeting framework

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Annual report to the General Assembly on audit results and the implementation of critical audit recommendations	Yes	Report on activities of OIOS for the period 1 January to 31 December 2007 (A/62/281 (Part II))
Audit reports specifically requested by the General Assembly	No	While the General Assembly did not request that reports be submitted during the 2007/08 period, OIOS issued a report on the comprehensive audit of UNMIK mandate implementation (A/62/807) for consideration by the Assembly

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
6 to 8 inspection reports on the review of peacekeeping operations	4	Report on the review of results-based budgeting in UNMIS, 21 December 2007; report on the review of results-based budgeting in UNMIT, 29 January 2008; report on the relevance, efficiency and effectiveness of results-based budgeting in peacekeeping operations, 8 May 2008; report on the review of results-based budgeting in UNMIL. The projected output of 6 to 8 inspection reports on the review of peacekeeping operations was based on the proposed establishment of additional staffing capacity which was not approved by the General Assembly. The output was delivered with limited staffing resources (1 P-4 and consultancies)
Military expertise provided to peacekeeping operational activities as identified by risk analysis	Yes	Military expertise as provided in the audit of military observers in UNMIL, including preparation of surveys and other data collection instruments during field visits to UNMIL and consultation on finalizing the audit plan
800 reviews and analysis of misconduct allegations for decisions as to jurisdiction and investigation action	317	Allegations received during the reporting period, with 95 investigations The lower output is attributable to the general downward trend in receipt of such allegations from peacekeeping missions
160 investigation reports	89	Investigation reports transmitted to the Department of Peacekeeping Operations/Department of Field Support The lower output is attributable to the general downward trend in receipt of such allegations from peacekeeping missions
150 referrals to programme managers for comment and action prior to OIOS investigation or closure of case	85	Referrals of category II misconduct to the management of the Department of Peacekeeping Operations and the Department of Field Support for review and action The lower output is attributable to the general downward trend in allegations received from peacekeeping missions
20 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or conducted category II investigations	16	Advisory reports provided to the Department of Peacekeeping Operations and the Department of Field Support mainly in relation to requests for clearance of new certifying officers in peacekeeping missions
10 audit reports by United Nations Headquarters auditors	9	Audit reports covering various aspects of peacekeeping operations, including a review of systems contracts, entitlements for military personnel and the management of trust funds

100 audit reports by resident auditors located in peacekeeping missions	56	Audit reports. The lower output was attributable to vacancies in resident audit offices, which resulted from difficulties in attracting and retaining qualified staff in the field, as well as to the extensive review of audit reports submitted from the field to ensure highest quality prior to their issuance
2 horizontal audit reports on cross-cutting issues	No	As at 30 June 2008, two horizontal audit reports focusing on the effectiveness of local committees on contracts and the procurement of core requirements were under preparation. The reports will be issued in early 2009. Preparation of the reports was delayed owing to difficulties in finalizing the reports conducted in some peacekeeping missions
10 risk assessment exercises by resident auditors in peacekeeping missions	8	Risk assessment reports for MINUSTAH, UNMIS, UNOCI, UNIFIL, UNDOF, UNFICYP, UNMEE, UNMIT. The lower output is attributable to staffing constraints in the field

E. Executive Office of the Secretary-General

(a) Results-based budgeting framework

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Advice in the preparation (and subsequent revision) of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies	Yes	Advice provided on 69 reports on peacekeeping issues submitted to the Executive Office of the Secretary-General (65 to the Security Council and 4 to the General Assembly)
Advice in the preparation (and subsequent revision) of talking points used by the Secretary-General, statements, presentations and press conferences given by the Secretary-General	697	Talking points related to peacekeeping missions
	19	Presentations to the Security Council on peacekeeping matters
Advice in the preparation (and subsequent revision) of letters of the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors, on peacekeeping matters	188	Letters and notes related to peacekeeping missions. Timely advice and guidance was provided to the Department of Peacekeeping Operations and the Department of Field Support, and advice was provided to Member States

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Guidance and advice from the Executive Office of the Secretary-General to the Department of Peacekeeping Operations and missions on peacekeeping matters, in a timely manner	Yes	Guidance and advice was provided to the Department of Peacekeeping Operations and the Department of Field Support, with an average turnaround period of 2.5 working days
Policy Committee meetings on peacekeeping issues	8	Policy Committee meetings, led by the Department of Peacekeeping Operations, at which a total of 30 decisions were agreed upon by the Committee
Advice in the preparation (and subsequent revision) of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies	Yes	Review and comments provided on 116 reports submitted by the Department of Peacekeeping Operations, and comments and guidance were provided to Department of Peacekeeping Operations desk officers in the context of Secretary-General reports

F. Office of the United Nations Ombudsman

(a) Results-based budgeting framework

Expected accomplishment 1: increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Assistance provided for resolving employment-related problems in 400 cases	266	Peacekeeping personnel sought the assistance of the Office in the reporting period; all 266 cases have been fully addressed and closed The number of cases received was lower than anticipated
400 cases analysed for early warning to mission leadership about evolving problems and systemic issues in peacekeeping missions in accordance with the terms of reference of the Office of the United Nations Ombudsman	266	Cases were received and analysed to identify systemic issues arising in peacekeeping operations. The observations made were brought to the attention of peacekeeping management. The systemic issues identified were reflected in the Office's annual report (A/63/283, paras. 39-52)
7 missions visited and 1,000 brochures distributed to facilitate equal access and awareness raised about the Ombudsman's Office, in particular to local, national and General Service staff	2	Visits to field missions (UNMIT from 7 to 18 February 2008 and UNOCI from 1 to 7 March 2008). Travel to peacekeeping missions was limited owing to the delayed appointment of the new Ombudsman and the need for staff to follow General Assembly discussions on the Secretary-General's proposals for the new

		administration of justice system from September to December 2007
	1,000	Brochures, leaflets and conflict management cards distributed
4 quarterly meetings with the Secretary-General and the Under-Secretary-General for Peacekeeping Operations about the activities of the Ombudsman relating to peacekeeping operations, including observations on organizational practices, policies and procedures	2	Meetings In addition, 1 meeting with the Under-Secretary-General for Peacekeeping Operations and 4 meetings with Special Representatives of the Secretary-General were held Pending the appointment of a new Ombudsman and owing to external factors, the output target could not be met fully
260 meetings with Personnel Management and Support Service of the Department of Peacekeeping Operations	260	Meetings and weekly communications In addition, the new Ombudsman participated in the twenty-ninth session of the Staff-Management Coordination Committee held on 23 June 2008
4 quarterly newsletters published on the website for the United Nations Ombudsman	No	As at 30 June 2008, the overall communications strategy was under review following the decision by the General Assembly to create an integrated Office of the Ombudsman. The first newsletter is expected to be published in August 2009

G. Office of Legal Affairs

(a) Results-based budgeting framework

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of 12 work-years of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (Department of Peacekeeping Operations, Procurement Division, etc.), on an as-needed and ongoing basis, regarding:		
70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of Regulations and Rules of the United Nations	154	Memorandums and accompanying legal texts and drafts concerning matters indicated in the planned output

215 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements, as well as general questions of public international law and rules of engagement), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	293	Memorandums and other written and verbal communications concerning matters indicated in the planned output Increased output is owing to heavy demand for legal advice
20 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law as consistent with the mandates of peacekeeping operations, in respect of violations against peacekeepers and associated personnel and with respect to cooperation with international criminal tribunals, as necessary	60	Memorandums and other written and verbal communication concerning matters indicated in the planned output Increased output owing to heavy demand for legal advice
195 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, de-mining and similar operations, disposition of assets and air and sea charter arrangements	741	Draft contracts, related communications with vendors and other parties, advice on negotiations and memorandums on commercial aspects of peacekeeping operations Increased output owing to heavy demand for legal services
15 claims, including assistance in resolving contractual and real property disputes, as well as claims for property damage, personal injury and death	37	Claims analysis and management, including written advice and correspondence Increased output owing to heavy demand for legal services
15 financial questions, including the formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	17	Memorandums and related documents and advice on financial regulations and rules arising from peacekeeping operations
5 arbitration or litigation instances, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	1	Actual ongoing (as at 30 June 2008) arbitral proceeding and legal representation therein
80 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	99	Instances involving privileges and immunities, including legal correspondence and related representation Increased output owing to heavy demand for legal services

75 personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances	246	Memorandums and related legal analyses Increased output owing to heavy demand for services, including vetting of the qualifications of legal advisers in missions
5 instances of representation in cases brought under the Statute of the United Nations Administrative Tribunal	7	Instances of representation
50 legal aspects of security, including the promulgation and application of the United Nations Field Security Handbook	58	Memorandums and related legal analyses

H. Department of Public Information

(a) Results-based budgeting framework

Expected accomplishment 1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
An average of 15 stories per month on topics related to United Nations peacekeeping produced and distributed by satellite to more than 700 broadcasters, including 500 clients of Associated Press Television News (APTN), as well as 60 members of the European Broadcasting Union and 160 members of the Asia-Pacific Broadcasting Union	17.5	Stories per month on average Higher output was the result of an increase in staffing capacity owing to recruitment of additional staff in 2008
Reformatting and uploading of an average of 15 stories per month in broadcast quality to the Web for download by broadcasters	Yes	From July 2007 to May 2008, all stories were reformatted and uploaded to the UNifeed website for preview only. In May 2008, UNifeed began testing its new website to offer broadcast-quality video for download. In June 2008, 23 stories on peacekeeping issues were reformatted and uploaded to the Web in broadcast quality, as well as for preview
Production and worldwide distribution of five feature stories on peacekeeping a year for the United Nations in Action series	1	United Nations in Action feature, West Darfur: night patrol Lower output attributable to funding constraints
Field production of two in-depth reports on subjects related to peacekeeping for the Department's monthly television magazine programme, 21st Century	No	Owing to funding constraints

Production of video for non-broadcast informational purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	Yes	Promotional video in English, French and Spanish, entitled "In the cause of peace", on the occasion of the sixtieth anniversary of peacekeeping (the video is 13 minutes long, equivalent to two 21st Century features)

Expected accomplishment 2: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Deployment of the public information component of peacekeeping operation headquarters within 30 to 90 days of the Security Council resolution	Yes	Planning was implemented for public information components of newly established United Nations peacekeeping operations (UNAMID and MINURCAT). Core mission public information staff were selected, interviewed and briefed to ensure deployment to the field within 90 days
Conduct a one-week specialized training course for mission and Headquarters public information personnel identified for possible rapid deployment	Yes	A course on management and strategic information was held from 16 to 20 June 2008 at United Nations Headquarters. Organized by the Department of Public Information in cooperation with the Department of Peacekeeping Operations, this training exercise brought together 24 chiefs and other senior public information officials representing 19 United Nations field missions. It was also attended by a large number of Headquarters personnel. A report was prepared and distributed to all participants and other interested parties

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
80 per cent of surveyed peacekeeping operations indicate satisfaction with the quality of support	Yes	A questionnaire was sent to the public information components of 12 relevant field missions asking them to rate the level of support provided by the Peace and Security Section of the Department of Public Information. A total of 11 missions responded, and all of them indicated that the level of the support was very good or satisfactory
Provision of strategic guidance and support, from Headquarters and in situ, to 8 peacekeeping missions (MINUSTAH, MONUC, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies	Yes	Provision of guidance and support to 10 peacekeeping operations — MINUSTAH, MONUC, UNOCI, UNMIL, UNMIK, UNMIS, UNIFIL, UNMIT, and the newly established UNAMID and MINURCAT
	2	On-site visits were conducted to MONUC and MINURCAT to assist in formulation and implementation of public information strategies

		In addition, a visit to Brussels was conducted to participate in a planning meeting prior to the deployment of UNAMID. The meeting was organized jointly by the Department of Peacekeeping Operations and the European Union
Provision of advice on public information matters to 5 peacekeeping missions (MINURSO, UNDOF, UNFICYP, UNMEE and UNOMIG)	Yes	Advice on public information matters provided to 5 peacekeeping operations — MINURSO, UNDOF, UNFICYP, UNMEE and UNOMIG
Substantive updating and maintenance of 7 web pages each for 12 peacekeeping missions (MINURSO, MINUSTAH, MONUC, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMEE, UNMIL, UNMIS, UNMIT, UNOMIG)	Yes	Substantive update and administration of approximately 7 Headquarters-maintained web pages each for 13 peacekeeping missions - MINURSO, MINUSTAH, MONUC, ONUB, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMEE, UNMIL, UNMIS, UNOMIG and UNMIT In addition, development and administration of Headquarters-maintained and local mission websites for the newly established missions of UNAMID and MINURCAT Advised field missions on local site development and maintenance Assisted in the development, improvement and administration of the portions of the peacekeeping site maintained by the Department of Peacekeeping Operations Developed, with the Department of Field Support, a new content management system to transform, simplify and brand local mission websites. A total of 14 field missions have adapted or are in the process of adapting the new template, which will result in greater cost-effectiveness
Annual update of the policy and guidance document for public information in United Nations peacekeeping operations	Yes	A number of sections of the guidance document were reviewed; substantial revisions were made to the sections relating to local website maintenance, photo requirements and video guidelines

I. Department of Safety and Security

(a) Results-based budgeting framework

Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 review reports on mission security assistance visits (MINUSTAH, MONUC, UNDOF, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG)	20	Security management review/assistance missions conducted and reports issued for MINUSTAH (1), UNDOF (1), UNFICYP (1), UNIFIL (2), UNMEE (2), UNLB (2), UNMIK (1), UNMIL (1), UNMIS (2), UNMIT (1), UNOCI (1), UNTSO (1), UNAMID (1) and MINURCAT (3), as well as for the Department of Peacekeeping Operations Increased output is owing to the establishment of two new missions and changes in security conditions in current missions
Security training for 10 mission security management teams (200 persons) in MINUSTAH, MONUC, UNDOF, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG	7	Security management team training sessions (UNMIK, October 2007; MINUSTAH, January 2008; MONUC, March 2008; UNMIL, April 2007; UNMEE, October 2007; UNOMIG, June 2007; UNDOF, June 2008) Training of all security management teams in UNDOF, UNIFIL, UNMIS, UNMIT, UNOCI and UNOMIG was deferred owing to constraints in the availability of training staff and changed prioritization of missions requiring training
Evaluate, assess and provide written responses to assist in the policy development of 20 security policies developed by the Department of Safety and Security	Yes	Written input in the areas of: United Nations compliance protocols for peacekeeping missions; roles and responsibilities of designated officials and area security coordinators; applicability of the United Nations security management system to individual military and police personnel; security implications of unauthorized dependents in field missions; participation by peacekeeping missions in security cost-shared budgets; field mission support of Department of Safety and Security security officers administered by UNDP; mission firearms policy; mitigation measures for improvised explosive devices; integrated missions; security in joint operations centres and joint mission analysis centres; security in field fuel operations; close protection; security risk assessment; integration of United Nations country team and peacekeeping missions telecommunications; detention by United Nations peacekeeping military, police and security personnel; aviation safety; internal investigations; technical standards for security equipment; movement

		of cash in field missions; relocation of nationally recruited staff and eligible dependents; United Nations volunteers and security duties
24 external memorandums of understanding, security arrangements or security support concepts finalized and signed with external partners	4	One security arrangement (MINURCAT/Chad-EUFOR) One letter of assist signed (UNAMID) Two letters of assist initiated with the Governments of Portugal and Romania, to be completed during the 2008/09 period Lower output is owing to an overstatement of the planned output
Organization and conduct of two sessions of the Standing Committee on Security	No	Sessions not scheduled during the reporting period as they were conducted in June 2007 and July 2008. The Standing Committee decided in July 2008 to conduct future committee meetings on a quarterly basis
Organization and conduct of the annual peacekeeping and political missions security training workshop for 18 chief security advisers, chief security officers, security advisers and officers-in-charge of security	Yes	Security workshop was conducted at UNLB in March 2008 with 41 participants representing 22 missions, three country teams, UNHCR, UNLB, the Department of Peacekeeping Operations and the Department of Safety and Security
Organization and conduct of one peacekeeping and political missions security information management course for 13 persons	No	Security information management course conducted at UNLB during the previous period (12 to 23 May 2007) with 20 participants representing 14 missions, one country team, ECA and the Department of Peacekeeping Operations
Security training for 4 senior mission leaders' courses for the Department of Peacekeeping Operations	2	Senior mission leaders' courses conducted in India (January 2008) and in Nigeria (March 2008) with 40 participants. Although four courses were projected, only two were scheduled by the Department of Peacekeeping Operations during the reporting period
Security training for 12 Mission Predeployment Courses for the Department of Peacekeeping Operations	No	Based upon the large number of mission predeployment courses conducted by the Department of Peacekeeping Operations at UNLB, it was not efficient to deploy training staff from New York. Security training was transferred from Headquarters to security officers at the training centre in UNLB
Security training for 10 town hall meeting sessions for the Department of Peacekeeping Operations	2	Sessions conducted Lower output is owing to an overstatement of the number of sessions required by the Department of Peacekeeping Operations and the Department of Field Support

Department of Peacekeeping Operations systems (administration, finance, logistics) training at 5 regional security training workshops for senior security officers	Yes	Covered at the annual security workshop held at UNLB in March 2008, representing all peacekeeping missions, except UNOMIG. Participation in regional workshops was assessed to be redundant and ineffective given the high participation at the annual security workshop
Security briefing for the Department of Peacekeeping Operations for 18 annual conferences for heads of mission, force commanders, police commissioners and chief administrative officers	6	Briefings conducted In addition, numerous individual security briefings were conducted for senior mission staff prior to their deployment to the field Lower output is owing to overstatement of the number of conferences that required security support
Security presentation to 2 sessions of the Special Committee on Peacekeeping Operations	2	Presentations
Security presentations to 10 troop/police contributors' meetings for the Department of Peacekeeping Operations	2	Meetings The participation by the Department of Safety and Security was not required/requested by the Department of Peacekeeping Operations
Development of 12 strategic threat assessments, 12 follow-up operational threat assessments and 17 individual threat assessments to support 12 peacekeeping operations	74	Threat assessments developed in total — 35 strategic threat assessments developed in support of 12 peacekeeping operations addressing global terrorist, extremist and criminal threats; 23 follow-on operational threat assessments developed to support UNMIS, UNAMID, MINURCAT, UNIFIL, MINURSO, MONUC and UNOCI; 16 individual threat assessments developed to identify security measures in support of the activities of senior United Nations officials in the operational areas of UNAMID, UNMIK, MINURCAT, UNMIS, UNOCI, MINUSTAH and UNMIT Increased output attributable to actual operational requirements
Review of 24 mission threat assessments; two missions per year	46	Reviews of mission security risk and threat assessments for 17 missions and UNLB Increased output is owing to the establishment of UNAMID and MINURCAT, the inclusion of UNLB and increased frequency of submission of security risk assessments from UNOMIG and UNIFIL
Security reviews of 12 mission budget proposals for security components	12	Reviews
Technical screening of 1,500 applicants for recruitment of international security personnel recruited by the Department of	9,610	Applicants screened and 3,467 applicants technically cleared for security posts in peacekeeping missions

Peacekeeping Operations for peacekeeping and political missions		Increased output is owing to improved procedures in the technical clearance process and the need to recruit large numbers of security staff for UNAMID and MINURCAT
500 pre-screenings and technical clearance of 100 candidates for close protection vacancies in peacekeeping missions	3,134	Applicants screened and 155 applicants technically cleared for close protection posts in peacekeeping missions Increased output is owing to improved procedures in the technical clearance process and the need to recruit large numbers of security staff for UNAMID and MINURCAT
Security review of 12 security services contracts for presentation by the Procurement Division to the Headquarters Committee on Contracts	1	Service contract No other reviews were required during the period
Technical security evaluation of 10 sets of vendors' responses to requests for proposals on security equipment	2	Security evaluations conducted, including a technical security evaluation of hand-held explosive detectors at the specific request of a mission (UNIFIL) No other reviews were required during the reporting period
Security review of 30 technical specifications/standards for security equipment	No	Technical evaluations of security equipment were deferred pending a clarification of the role of the Department of Safety and Security in technical evaluations and liability associated with such evaluations. A management review, which began in late 2008, will address this issue
Psychosocial support for peacekeeping personnel of the Department of Peacekeeping Operations	Yes	13,612 counselling sessions conducted in field missions, and training workshops benefited 12,395 peacekeeping staff
Revision and wide dissemination via the websites of the Department of Peacekeeping Operations and the Department of Safety and Security of the standard operating procedures for Department of Peacekeeping Operations stress counsellors in peacekeeping missions to reflect lessons learned from recent crises	Yes	Standard operating procedures revised and promulgated to all field counsellors
Development and wide dissemination via the websites of the Department of Peacekeeping Operations and the Department of Safety and Security of guidelines for Department of Peacekeeping Operations managers on procedures for enhancing the psychosocial response to emergencies	Yes	Guidelines developed for managers and promulgated to counsellors In addition, as at 30 June 2008, guidelines on complex emergencies were being developed for testing in field missions before wider dissemination planned for early 2009

Annual psychosocial training for 10 Secretariat-affiliated counsellors of peacekeeping missions directed by the Department of Peacekeeping Operations	No	Conducted in June 2007. All senior staff counsellors were certified; therefore the planned training was not required during the reporting period
Training of 900 security and safety personnel in peacekeeping missions on security standards, policy, guidance directives, plans, security procedures and firearms	982	Security and safety personnel Delivered through 3,929 security and safety training programme subject matter units Six missions received training support (UNMIT, MINUSTAH, UNMIS, UNMIL, UNOCI, UNMIK)
Annual assessment, selection and training of close protection officers provided by Member States at the request of the United Nations	35	Close protection officers selected and trained in two close protection courses
Annual/regular refreshment training and post-/pre-deployment training of 60 close protection personnel deployed in the mission areas, provided by Member States at the request of the United Nations	No	Member State-provided teams have received training from mission-based training teams. No additional training has been requested by Member States
Assessment and recruitment of 17 instructor/trainers to be assigned to security training units in the field missions	22	Instructors
Annual United Nations instructor and trainer certification and recertification of 34 personnel assigned to develop, organize and deliver qualified training to security personnel in the field	16	Candidates certified and/or recertified and deployed to UNMIK, UMMIT and UNMIL Lower output is the result of staffing constraints
Assessment of United Nations training and development units in missions to ensure quality and consistency of training personnel, training management and the successful delivery of current and future programmes of instruction, fire and safety training for missions and basic security officer induction courses	No	Owing to shortages of staff and unavailability of personnel to undertake the assessments, while still providing skill enhancing, maintenance and certification training
Close protection and defensive tactics/less-lethal training for 5 security protection officers in missions directed by the Department of Peacekeeping Operations	346	Officers are in missions or in preparation for deployment to UNMIL, UNOCI, UNMIK, MINUSTAH and UNMIS Increased output is owing to an understatement of requirements for training and refresher exercises in defence tactics identified by existing missions and two new missions (MINURCAT and UNAMID)

Rapid deployment of security officers to provide emergency support to peacekeeping operations directed by the Department of Peacekeeping Operations, as required	**No**	**Rapid deployment not required during the period**